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Executive Board of the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services

Report of the Executive Board on its work during 2011

Economic and Social Council
Official Records, 2011
Supplement No. 15

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United Nations • New York, 2011

Note

Symbols of United Nations documents are composed of letters combined with figures.

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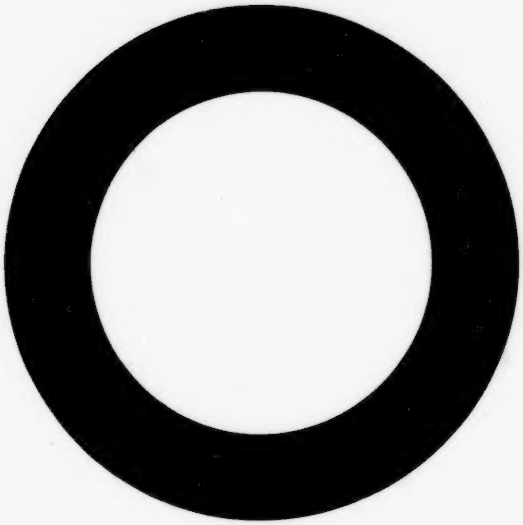

Part one
First regular session 2011

Held at United Nations Headquarters in New York from 31 January to 3 February 2011

I. Organizational matters

1. The first regular session 2011 of the Executive Board of UNDP, UNFPA and UNOPS was held at United Nations Headquarters, New York, from 31 January to 3 February 2011.

2. In accordance with article 49 of the rules of procedure of the Economic and Social Council, the Executive Board elected the following members of the Bureau for 2011:

President:	H.E. Ms. Edita Hrdá	(Czech Republic)
Vice-President:	H.E. Mr. Michel Tommo Monthe	(Cameroon)
Vice-President:	H.E. Mr. Carlos Enrique García González	(El Salvador)
Vice-President:	Mr. Takeshi Osuga	(Japan)
Vice-President:	Mr. Md. Nojibur Rahman	(Bangladesh)

3. The Executive Board approved the agenda and workplan for its first regular session 2011 (DP/2011/L.1) and approved the report of the second regular session 2010 (DP/2011/1). The Executive Board adopted decision 2011/1 on the revised rules of procedure of the Executive Board of UNDP, UNFPA and UNOPS. The Executive Board adopted the annual workplan 2011 (DP/2011/CRP.1) and approved the tentative workplan for the annual session 2011.

4. Decisions adopted by the Executive Board in 2010 appeared in document DP/2011/2; those adopted at the first regular session 2011 were included in document DP/2011/21, which can be accessed at www.undp.org/execbrd.

5. The Executive Board agreed in decision 2011/13 to the following schedule for future sessions of the Executive Board in 2011:

Annual session 2011:	6 to 17 June 2011 (New York)
Second regular session 2011:	6 to 9 September 2011

UNDP segment

II. Statement by the Administrator

6. In her opening remarks, the Administrator congratulated the new members of the Bureau of the Executive Board on their election and thanked the outgoing Bureau for its hard work and support in 2010. In the context of the recent global changes, the Administrator stressed the importance of a strong multilateral system and underlined the dual role played by UNDP as the leading development agency and coordinator of the United Nations development system. She highlighted how UNDP was repositioning itself to meet the profound changes in the increasingly challenging global environment and laid out her "Agenda for Change for UNDP". In providing a snapshot of the key agenda for UNDP in 2011, she touched upon, inter alia: the midterm review of the UNDP strategic plan; evaluations; the biennium support budget, 2012-2013; and close collaboration with UN-Women to build on the respective comparative advantages in the areas of gender equality and women's empowerment. She highlighted UNDP contributions to key international development conferences and events, and noted the continued relevance of UNDP

work in crisis prevention and recovery and in promoting good governance. Her full statement is available at www.undp.org/execbrd.

7. In emphasizing UNDP commitment to the change agenda, the Administrator elaborated on the main elements of the agenda. They include: the UNDP Action Plan adopted in 2010; costs and expenditures control; and a review of the UNDP business model. The Administrator provided updates on the progress made in priority areas of the Action Plan and ongoing efforts to curtail core programme and management expenditures, including costs related to travel and frequent turnover of staff between posts. In light of the downward trend of UNDP core resources, she underscored the negative impact of reduced core resources on the ability of UNDP to fulfil its multilateral mandate and deliver effective support for capacity-building. In closing, the Administrator reaffirmed the commitment of UNDP to strengthen its role as the coordinator of the United Nations development system with a view to delivering greater effectiveness, efficiency and strategic coherence across operations.

8. In making their general statements, delegations thanked the Administrator for her comprehensive and informative statement and commended her commitment to lead UNDP through its change-management process. They also expressed appreciation for the Administrator's leadership as Chair of the United Nations Development Group (UNDG), and stressed the need for greater harmonization and coherence across the United Nations system. They hoped to see the Administrator's business action plan deliver fundamental and tangible changes as well as efficiency gains for UNDP. Several delegations reiterated the importance of UNDP work at the country level. A number of delegations shared the concern that external volatility could undermine development results. In this regard they welcomed the Administrator's efforts to strengthen the system-wide coherence of United Nations development activities.

9. Many delegations expressed serious concern over diminishing regular resources and called on Member States to fulfil their commitments to ensure the reliable flow of funds. One delegation remarked that earmarked funding should be used as an exception, not as a rule. Some delegations encouraged UNDP to seek a broader donor base to better meet the challenges posed by the changing development landscape, and called for a more effective and efficient use of the core budget. One delegation requested a more substantive summary of income and expenditures as they noted contradictions between receipts and expenditures of resources.

10. Several delegations stressed that the Human Development Report Office (HDRO) must take a more responsible approach in the process of developing the Human Development Report (HDR), ensuring the objectivity and reliability of the report in line with General Assembly resolution 57/264. Those delegations underscored the need for HDRO to engage in more consultations with the United Nations Statistical Commission as well as with relevant national authorities. In raising concerns on some factual inaccuracies in the HDR 2010, some delegations reiterated the need to enhance neutrality and transparency of the report.

11. Delegations recognized the importance of the midterm review of the strategic plan in taking stock of achievements and setting future priorities. One delegation requested information on how the midterm review could be used to guide the programme planning process. On evaluations, delegations underscored the importance of safeguarding the independence and impartiality of the evaluation

function, and added that the strategic plan, triennial comprehensive policy review and General Assembly resolution 64/289 on system-wide coherence would provide useful guidance for future evaluations. While a number of delegations noted the progress made on the revised UNDP evaluation policy, one delegation felt that the revised policy could have included more analysis on issues related to capacity building at the national level.

12. A number of delegations called for a new modality of cooperation for middle-income countries. They stressed that middle-income countries were different from other developing countries; they present varying development challenges and therefore require special treatment. With regard to graduation criteria, they underscored the need to shift the current criteria based on per capita income towards a basket of indicators that would include the human development index.

13. Delegations identified UNDP as a critical partner in poverty reduction and supported the Administrator's commitment to sustainable development and the Millennium Development Goals acceleration framework. They emphasized the importance of fostering South-South and triangular cooperation as practical means for the least developed countries — particularly for Sub-Saharan Africa — to achieve the Millennium Development Goals, and appreciated the UNDP contribution to the preparation of the upcoming Fourth United Nations Conference on the Least Developed Countries to be held in Istanbul. On this note, one delegation stressed the importance of helping countries to fully unlock their growth potential by addressing the relevant challenges at the nexus of governance and private sector development.

14. The Administrator thanked the delegations for the wide-ranging comments across many areas of UNDP work and reiterated the commitment of UNDP to Delivering as One. She took note of the concerns of the middle-income countries and assured that UNDP will continue to give priority focus to the least developed countries.

III. Gender in UNDP

15. The Administrator opened the agenda item. She introduced the oral report on the implementation of the UNDP gender equality strategy and highlighted the strong commitment of UNDP senior management to ensure that gender equality was fully integrated into all areas of UNDP work. The Associate Administrator presented progress on the implementation of UNDP gender equality strategy in 2010 and highlighted challenges in areas where further actions are required. She provided an overview of the actions taken over the past year aimed at promoting gender equality and women's empowerment in each UNDP thematic area of work. She elaborated on achievements in the four thematic goals of the gender equality strategy. She presented the preliminary findings of the midterm review of the gender equality strategy, 2008-2013, and the findings of the gender marker. She further noted that the contents of the oral report, as well as the ongoing midterm review of the gender equality strategy, would provide important inputs into the ongoing midterm review of the strategic plan.

16. Delegations welcomed the oral report and the rollout of the gender marker across the organization. Many commended the progress made in various thematic areas of UNDP work and acknowledged the instrumental role played by UNDP in

promoting gender equality and women's empowerment. A majority of delegations reiterated the importance they attached to gender equality and gender mainstreaming, and in this light welcomed the launch of UN-Women. They stressed that UNDP, as Chair of the United Nations Development Group (UNDG) and custodian of the United Nations Resident Coordinator system, had the responsibility to continue support the work of UN-Women. They also noted that communication from senior management to UNDP staff is important to ensure that gender mainstreaming efforts continue. Collaboration with UN-Women is undertaken at all levels is also important. Delegations called on UNDP to strengthen collaboration with UN-Women and with other United Nations organizations with a view to enhancing efficiency and to avoiding duplications.

17. Delegations noted that they expected gender mainstreaming to be a cross-cutting theme in the Administrator's annual report. They expressed interest in how the midterm review of the gender strategy would be reflected in the midterm review of the strategic plan, and requested an update on the progress of the review and on the implications for the future priorities of the organization. Several delegations inquired about how UNDP planned to use the gender-marker data to strengthen gender mainstreaming at UNDP, and how the organization planned to integrate this tool in future UNDP evaluations. They also look forward to seeing how the gender-marker system would enable comparison of progress made in different thematic areas and encouraged UNDP to discuss the gender-marker tool further with other agencies in order to achieve comparability with similar tools used by other agencies and stakeholders. In addition, they requested an update on the progress made towards implementing the gender parity action plan.

18. Delegations acknowledged that UNDP had played a very important role in ensuring that climate-change-related activities included a gender perspective. Delegations also encouraged UNDP to continue including gender equality aspects in its work on peace and security. One delegation emphasized the importance of ensuring safety and security of women in post-conflict settings and encouraging greater participation of women in peacebuilding policymaking processes.

19. The Associate Administrator thanked the delegations for their insightful comments. She reaffirmed UNDP commitment to gender equality and to working closely with all the other United Nations agencies, including its newest partner UN-Women, to build on the existing agency complementarities. She agreed with sharing the gender marker data throughout the United Nations system and noted that the new findings from the gender strategy will be shared with the Executive Board during the annual session. The Assistant Administrator and Director of the Bureau for Development Policy (BDP) added that the oral report depicted enormous progress made in recent years, especially in integrating gender equality into diverse programming and practice areas.

20. The Executive Board adopted decision 2011/2 on oral report of the Administrator on the implementation of the UNDP gender equality strategy.

IV. Country programmes and related matters

Draft common country programme document for the United Republic of Tanzania

21. The Administrator introduced the agenda item. The Assistant Administrator and Director of the Regional Bureau for Africa provided an overview of the draft common country programme document for the United Republic of Tanzania (DP/FPA-ICEF-WFP/DCCP/2011/TZA/1) which incorporated a common narrative, development results frameworks and related resource requirements for UNDP, UNFPA, the United Nations Children's Fund (UNICEF) and the World Food Programme (WFP).

22. One delegation thanked the Board for the opportunity to consider a common country programme document on an exceptional basis. That delegation stated that the common country programme document was anchored in the United Nations Development Assistance Plan (UNDAP), 2011-2015, and explained the synergies and challenges encountered in the process of preparation.

23. Many delegations commended the leadership and ownership of the Government of Tanzania in supporting the Delivering as One reform process in the country, and also the United Nations country team in Tanzania for its efforts to ensure a more collective and coherent strategic response to national priorities. They also expressed support for the common country programme document, which enhances synergies among the various United Nations agencies in Tanzania and improves the efficiency of United Nations work in that country.

24. Delegations also noted the continuing challenges related to the common country programme document, including: the need for further assistance from United Nations Headquarters; alignment with the fiscal calendar of the Government of Tanzania; the need to improve the coherence, efficiency and effectiveness of the United Nations in the United Republic of Tanzania; and the mobilization of resources.

25. One delegation asked if the annexes could be streamlined, and added that the proposals were challenging to understand and that it would be submitting questions related to results-based management. That delegation also asked if UNDP and UNFPA could jointly provide support in the area of HIV/AIDS. Another delegation asked about the current audit practice with regard to the UNDAP budget cycle, and the challenges country offices faced in their efforts to raise funds while avoiding competition with other funds and programmes. Other delegations expressed their wish that the lessons learned from the Tanzania common country programme document be fed into the guidelines of future common country programme documents.

26. The Executive Board took note of the draft common country programme document for the United Republic of Tanzania.

27. The Executive Board approved the second one-year extension of the country programme for Peru (DP/2011/19).

28. In accordance with decisions 2001/11 and 2006/36, the following eight country programmes were approved on a no-objection basis, without presentation or discussion:

Africa region: Burkina Faso and Zambia;

Arab States region: Somalia;

Asia and Pacific region: Democratic People's Republic of Korea, Indonesia and Maldives;

Latin America and Caribbean region: Chile and Uruguay.

V. Evaluation

29. The Administrator opened the item, underscoring UNDP senior management's commitment to ensuring independent and quality evaluation. She expressed her hope for Executive Board support of the revised evaluation policy.

30. The Associate Administrator introduced the report on the revised evaluation policy (DP/2011/3) and briefly highlighted the five key changes made to the policy. She stressed that the revision of the policy was the product of an extensive consultative process with diverse partners, including other United Nations organizations, and a reflection of the many comments received during that process. She further noted the commitment of the management to strengthening the culture of evaluation throughout the organization.

31. Delegations expressed broad support for the draft revised evaluation policy, noting the revised policy was a comprehensive and forward-looking learning tool for the organization. Many delegations, however, reiterated the need for the evaluation function to be independent and have integrity. They called for enhanced quality, coverage and use of decentralized evaluations. One delegation stressed the importance of an improved evaluation function at the country office level. A number of delegations appreciated the clarifications of the roles and responsibilities of all the constituents of UNDP, including the Executive Board, and requested that an update of the implementation status of the policy be included as part of the Administrator's annual report on evaluation.

32. In noting the complex challenges faced by UNDP, one delegation stressed the urgent need to rigorously address the "silos" within the organization by promoting an organization-wide culture of evaluation. Delegations recommended learning from the evaluation findings to improve UNDP operational and programme outcomes and to guide strategic decision-making. The delegations requested that an overview of the status of implementation of these findings be included in the annual report of the Administrator. One delegation expressed concern regarding the continued poor quality and coverage of UNDP decentralized evaluations and suggested strengthening the design of programmes and projects. One delegation observed that the UNDP strategic plan and General Assembly resolution 64/289 on system-wide coherence already included principles and guidelines on evaluation and questioned why UNDP needed to renegotiate the pre-existing elements. That delegation also noted the need for a fair geographical distribution of evaluators so as to ensure they faithfully represented the international nature of UNDP.

33. The Director of the Evaluation Office presented the evaluations of the UNDP contribution to: (a) disaster prevention and recovery (DP/2011/4); (b) strengthening national capacities (DP/2011/6); (c) environmental management for poverty reduction: the poverty-environmental nexus (DP/2011/8); (d) strengthening local

governance (DP/2011/10); and (e) development and corporate results at the at regional level (DP/2011/12).

34. The Assistant Administrator and Director of the Bureau for Crisis Prevention and Recovery presented the management response to the evaluation of the UNDP contribution to disaster prevention and recovery (DP/2011/5). The Assistant Administrator and Director of the Bureau for Development Policy, presented the management response to the evaluation of the UNDP contribution to: strengthening national capacities (DP/2011/7); environmental management for poverty reduction: the poverty-environmental nexus (DP/2011/9); and strengthening local governance (DP/2011/11). The Associate Administrator presented the management response to the evaluation of the UNDP contribution at the regional level to development and corporate results (DP/2011/13).

35. One delegation stated that the five thematic areas of evaluation should include system-wide coordination and inputs, and requested an update on the implementation of General Assembly resolution 64/289 on system-wide coherence.

36. Regarding the management response to disaster prevention and recovery, some delegations felt it lacked an in-depth analysis of the role of UNDP as the global cluster lead on early recovery. They asked about the challenges UNDP faced in its efforts to improve its performance in this area, including its coordination with the World Bank and agencies involved in the International Strategy for Disaster Reduction (ISDR). They further suggested the need to strengthen the UNDP policy advisory role in the area of disaster risk reduction, as well as its comparative advantage in fragile and post-conflict situations. These delegations strongly requested a more comprehensive approach at the country level. Some other delegations stressed the importance of establishing a clear relationship between disaster risk reduction and other development activities in country offices. They urged that gender equity and climate change were priorities in this regard.

37. A number of delegations recognized the central role played by UNDP in national capacity-building, but at the same time emphasized the importance of guaranteeing national ownership by the host countries. One delegation asked about the extent to which UNDP took advantage of South-South cooperation when working to enhance national capacities and about any efforts that may have been taken to retain the trained expertise within nations. Several delegations emphasized the need to: move from short-term projects to nationally-led endogenous projects in order to achieve sustainable and long-term results; promote a culture of knowledge exchange; and mainstream capacity development in all practice areas of the organization. Many delegations requested UNDP to report back to the Board on the status of the resource arrangements between UNDP and The Global Fund for AIDS, Tuberculosis and Malaria in terms of an update on the transfer of functions from UNDP to national partners in the selected countries.

38. Some delegations recognized UNDP as being ideally placed to take the lead in addressing the country-level linkages between poverty and the environment. They noted that the poverty-environment nexus was important as it takes natural resource management into consideration in development programmes. These delegations requested a response from UNDP regarding using this model as a modus operandi. They further asked to be updated on the progress of including the poverty-environment nexus approach into UNDP work more generally. Several delegations emphasized the poverty-environment initiative as an important example of a good

practice that should be scaled up as a model of collaboration with the United Nations Environment Programme (UNEP). They welcomed the integration of the nexus into the Millennium Development Goals framework and into the midterm review of the strategic plan. Several other delegations urged UNDP to engage in more awareness-raising activities for climate change adaptation based on the lessons learned.

39. Some delegations expressed their concern over the piecemeal approach to local governance issues and the lack of a more pronounced strategic focus. One delegation requested that Member States be provided with the outcome of a discussion on the challenges of local capacity-building — a discussion that took place at the Capacity is Development Conference held in Marrakech in 2010. The delegation further stated that South-South and triangular cooperation are areas that require greater support, especially with regard to local capacity-building. Another delegation urged UNDP to strengthen the link between local governance and democracy. Another underscored the need to develop a clear corporate policy on decentralization. The delegation expressed hope that the midterm review of the strategic plan would serve as an opportunity to make an explicit decentralization and local governance approach a cross-cutting concern. With regard to efforts to further strengthen good governance, some delegations stressed that a human rights perspective needs to be incorporated into local governance as well as into gender mainstreaming.

40. One delegation, while acknowledging the comparative advantage of UNDP as regards responding to local needs, encouraged the organization to take a more holistic approach in the regionalization process and as a knowledge-based organization. It noted that regionalization could be a good bridge between Headquarters and country offices, and further urged UNDP to undertake comprehensive reform measures in order to enhance its role in this area. The organization should look at the experiences of other United Nations organizations, including UNICEF.

41. The Executive Board adopted decision 2011/3 on the evaluation policy; decision 2011/4 on the evaluation of the UNDP contribution to disaster prevention and recovery, and the management response; decision 2011/5 on the evaluation of the UNDP contribution to strengthening national capacities, and the management response; decision 2011/6 on the evaluation of the UNDP contribution to environmental management for poverty reduction: the poverty-environment nexus, and the management response; decision 2011/7 on the evaluation of the UNDP contribution to strengthening local governance, and the management response; and decision 2011/8 on the evaluation of the UNDP contribution at the regional level to development and corporate results, and the management response.

VI. United Nations Capital Development Fund

42. The UNDP Associate Administrator opened the item, commending the United Nations Capital Development Fund (UNCDF) for its efforts to further sharpen and expand its support for efforts to achieve the Millennium Development Goals in the least developed countries. The Executive Secretary of UNCDF presented an oral report on the preliminary results and perspectives of the organization for the 2011-2013 period.

43. Delegations thanked the Executive Secretary for his comprehensive statement and expressed confidence in his leadership. Encouraged by the strong performance of UNCDF, delegations noted the UNCDF focus on the least developed countries, including many post-conflict and post-crisis least developed countries. They noted with satisfaction an overall increase in financial contributions, but expressed concern that the increase was mainly because of increased earmarked contributions. They noted further that the UNCDF donor base for unearmarked contributions remained relatively small. One delegation was pleased to hear that UNCDF had been successful in building new partnerships with both public and private donors, and in this connection asked for UNCDF plans to expand strategic partnerships with emerging donors. That delegation expressed appreciation for the UNCDF role in the preparation of the Fourth United Nations Conference on the Least Developed Countries to be held in Istanbul, and requested more information related to the UNCDF side event planned for the conference.

44. The Executive Secretary of UNCDF welcomed the opportunity to work with Member States in the preparation of the Fourth United Nations Conference on the Least Developed Countries, and reaffirmed UNCDF commitment to exploring a range of partnerships.

VII. Human Development Report

45. One delegation presented the draft decision on the Human Development Report, explaining the purpose and content of the draft decision.

46. Delegations reiterated their support for the fundamental value of the Report as a leading publication for international development.

47. Before the adoption of the draft decision on the Report, some delegations spoke in support of the spirit of the draft decision with a view to improving the transparency and accuracy of the report, noting the importance of ensuring the editorial independence of the Human Development Report Office. Following the adoption of the draft decision, more delegations expressed their support of the decision, reaffirming the importance of enhancing the credibility and quality of the report and the consultation process with Member States.

48. One delegation, speaking on behalf of a number of delegations, regretted that the decision did not sufficiently reflect Member States broad support for the Human Development Report. It was also regretted that other agenda items of the Executive Board had been negatively affected by the way the consultations on the Report decision had been conducted, and that the negotiation process of the decision had not fully adhered to the practice of the Board to strive towards consensus and transparency in its discussions and decision-making.

49. The Executive Board adopted decision 2011/12 on the Human Development Report.

UNFPA segment

VIII. Opening remarks by the President of the Executive Board

50. The President of the Executive Board, welcomed the new UNFPA Executive Director, Dr. Babatunde Osotimehin, and assured him of the support of the Board. She stated that the Board looked forward to working closely with him. The President also paid special tribute to the former UNFPA Executive Director, Ms. Thoraya Obaid, for her leadership and achievements.

IX. Statement by the Executive Director

51. In his statement, the Executive Director delineated his vision and strategic direction for UNFPA (for full statement see www.unfpa.org/public/home/news/pid/7206). He thanked Member States and partners in civil society for their support and noted that under his leadership, strengthening partnerships would be an ongoing strategic priority. He paid tribute to his predecessors Ms. Thoraya Obaid and Dr. Nafis Sadik. He underscored that strengthening accountability was the number one priority for UNFPA in 2011 and transparency and accountability would be fundamental principles of his leadership. He stated that UNFPA had undertaken a series of actions to strengthen the management of nationally executed expenditures and to enhance overall accountability, strengthen controls in country offices and address the various issues raised by the auditors. He outlined ways in which he would lead transformational change to make UNFPA a leading global development organization. He updated the Executive Board on UNFPA funding. The Executive Director concluded by stating that he would focus on strengthening UNFPA to be the best organization it could be: more accountable and more responsive to the needs of countries and of young people.

52. Numerous delegations congratulated the newly appointed Executive Director and assured him of their support. They commended his vision and strategic direction for UNFPA. The representatives of Partners in Population and Development, UN-Women, WHO, and the International Planned Parenthood Federation declared their interest in continued partnership with UNFPA. Several delegations recalled the legacy of the former Executive Director, Ms. Obaid, and commended her achievements. Delegations commended the UNFPA focus on national leadership and ownership, and South-South cooperation. They welcomed General Assembly resolution 65/234, which extended the ICPD Programme of Action and Key Actions beyond 2014. They emphasized the inextricable linkages between the ICPD goals and the MDGs. Concern was expressed that some African countries would not reach the MDGs by 2015. Some delegations called on the Executive Director to make resource mobilization a top priority, including increased funding for reproductive health and commodity security.

53. Several delegations underscored the pivotal importance of protecting and promoting sexual and reproductive health and rights, and linking family planning and maternal health to HIV-prevention programmes. They welcomed the Executive Director's focus on adolescents and young people to advance ICPD goals and emphasized the need to ensure young people's access to sexual and reproductive health. The concept of human security and its linkages to global health and the

UNFPA mandate were underlined. The Fund's use of a culturally sensitive approach in programming was commended. Delegations urged the active involvement of UNFPA in the Secretary-General's Global Strategy on Women's and Children's Health and noted that the strategic plan MTR presented an opportunity to position UNFPA in the global strategy.

54. A number of delegations encouraged UNFPA to continue its support for data collection, analysis and use in policy, planning and budgeting. One delegation requested UNFPA to consult its national authorities on harmonizing data. Some delegations emphasized the need to invest in addressing such issues as ageing, population decline, indigenous people, urbanization, and climate change. Some delegations also thanked UNFPA for supporting their national census. The Fund's technical support in sharing global best practices was commended and UNFPA was called on to facilitate the transfer and sharing of knowledge and best practices between developing countries.

55. Recognizing the complementary relationship between UNFPA and UN-Women, several delegations called for close collaboration between the two organizations with a clear division of labour, building on their respective comparative advantages in the areas of gender equality and women's empowerment. Delegations stressed that gender equality must remain a high priority for UNFPA and special attention should be focused on addressing sexual and gender-based violence, particularly in humanitarian settings. It was noted that young men should be involved at an early stage in order to address sexual and gender-based violence. A number of delegations encouraged UNFPA to mainstream humanitarian and emergency activities. One delegation drew attention to its country's proposal for a specialized mechanism under the United Nations to provide humanitarian assistance during natural disasters.

56. Numerous delegations commended the commitment and contribution of UNFPA in championing United Nations reform and system-wide coherence, including the Fund's strong leadership on Delivering as One, and called on UNFPA to continue its active engagement. It was noted that reforms at the headquarters level were needed regarding human resources management, business practices and reporting. A number of delegations drew attention to the upcoming Fourth United Nations Conference on Least Developed Countries and underscored the support needed to enable LDCs to meet the ICPD goals and the MDGs. They were pleased to note that the Executive Director planned to attend the conference and called on UNFPA to continue its support to LDCs.

57. Several delegations emphasized the need to strengthen accountability, including risk management and mitigation, results reporting and evaluation. UNFPA efforts to improve results-based budgeting were welcomed. It was noted that strengthening internal controls and monitoring should be a top UNFPA priority, including enhanced oversight of nationally executed expenditures. Delegations observed that the MTR of the strategic plan presented an opportunity to sharpen its strategic direction and improve the results framework, including establishing clearer links between the Fund's direct development outputs and the outcomes to which they contribute. Furthermore, the MTR provided an opportunity to strengthen transparency and accountability. Delegations looked forward to an inclusive MTR process that would involve stakeholders. The importance of predictable and stable

financial resources was underscored and UNFPA was encouraged to explore new funding channels and sources, including the private sector.

58. The Executive Director thanked all delegations for their congratulatory wishes and support. He pledged to consolidate progress made under Ms. Obaid and further strengthen UNFPA, making it a leading development organization. He thanked delegations for expressing support for accountability being the number one priority of UNFPA and for noting that UNFPA had a "solid capital of trust" among partners and stakeholders. He assured delegations that UNFPA was systematically following up on the recommendations of the Board of Auditors and was strengthening its internal controls and risk management. Noting that evaluation was an important aspect of accountability, he stated that steps were being taken to enhance the quality of evaluation at all levels in UNFPA.

59. The Executive Director stated that he had listened carefully to the comments regarding the strategic plan MTR and he looked forward to working closely with the Executive Board members. He assured them that the MTR would be an inclusive and productive process. He thanked the Board for postponing the submission of the MTR to the second regular session 2011, as it would allow UNFPA to sharpen the strategic direction and strengthen accountability and results. He stressed the importance of South-South cooperation, noting that it was critical for development effectiveness. He thanked the Board for supporting his vision to make adolescents and youth a priority, recognizing that they were at the centre of human development and human security.

60. He underscored UNFPA support to UN-Women and looked forward to strong collaboration and a clear division of labour in working together to strengthen gender mainstreaming and women's empowerment. He noted that he had had several exchanges with the Executive Director of UN-Women and they were in agreement on many points on how to proceed forward. He stated that UNFPA was mainstreaming gender in the areas of population and development, and reproductive health and was working on gender in line with the ICPD Programme of Action. He welcomed the General Assembly resolution extending the ICPD Programme of Action beyond 2014 and underscored that he looked forward to working together with Member States to ensure a dynamic process in implementing the resolution.

61. The Executive Director reiterated his strong commitment and that of UNFPA to advancing United Nations reform, system-wide coherence and Delivering as One. He emphasized that UNFPA would continue to be a strong champion of United Nations coherence at country and regional levels via headquarters' leadership. At the country level, UNFPA would continue its strong contribution to the United Nations country team and system-wide coherence, including through more strategic United Nations Development Assistance Frameworks and joint programmes. UNFPA was also committed to the harmonization of business practices.

62. Concerning the Secretary-General's Global Strategy for Women's and Children's Health, he noted that UNFPA, together with other H4+ partners, was working to provide technical assistance to Governments to implement commitments and to bring in new commitments. Through the strategy, a comprehensive package of sexual and reproductive health services was being promoted, including family planning and commodity security.

63. The Executive Director thanked delegations for recognizing and encouraging the Fund's humanitarian work. He affirmed that UNFPA would keep its lead concerning sexual and gender-based violence in emergency settings. Regarding disaster preparedness and prevention, he noted that country and regional capacities were being strengthened. Referring to his participation in the upcoming LDC IV conference, he underscored that LDCs were central to the focus of UNFPA as they were countries most in need of the Fund's support. He added that LDCs received priority resource allocation. He concluded by thanking all delegations for their support.

64. The Executive Board adopted an oral decision on the statement of the Executive Director, UNFPA.

X. Country programmes and related matters

65. Following introductory remarks by the Executive Director and by the Director, Africa Regional Office, the Executive Board discussed the draft common country programme document (CCPD) for the United Republic of Tanzania.

66. In a joint statement of twenty-nine countries, the leadership and ownership of the Tanzanian Government in supporting the Delivering as One reform process was commended. Delegations supported the Tanzanian CCPD, noting that it enhanced the synergies between the various United Nations agencies in the country. They commended the collective and coherent strategic response of the United Nations country team to national priorities. In commenting on challenges, they noted the need for: further assistance from headquarters; alignment with the Government's fiscal calendar; resource mobilization; and improvements in the coherence, efficiency and transparency of the United Nations in the United Republic of Tanzania. One delegation asked if the CCPD annexes could be streamlined and if UNFPA and UNDP would undertake joint work in the area of HIV and AIDS. Another delegation suggested establishing an in-country common framework on accountability for results. One delegation asked about the lessons learned; the implications for human resources; the division of labour; and how to ensure that the United Nations spoke with one voice.

67. The delegation of the United Republic of Tanzania elaborated on the CCPD process, including achievements and challenges, and noted that the new approach reduced duplication in planning requirements for the United Nations agencies and partners and provided a more coherent response by the United Nations system to national priorities. The delegation observed that there had been an absence of a common interpretation of General Assembly resolution 64/289 on system-wide coherence; insufficient coordinated quality support and assurance; no agreement on the changes in format of the annexes; and the CCPD being a subset of the United Nations Development Assistance Plan had not articulated the entire contribution of the United Nations system to national priorities. The delegation added that future CCPDs should be reviewed in a formal joint session by the Executive Boards of the four organizations.

68. The delegation of Burkina Faso thanked the Executive Board for approving its country programme and expressed appreciation for UNFPA support.

69. The Director, Africa Regional Office, thanked the delegations for their comments and support and noted that the experiences gained in preparing the Tanzanian CCPD were being collected and collated for sharing with others, although it was too early to identify all the challenges and lessons learned. He added that not having had guidelines had in one way given the freedom to innovate. Regarding the query about human resources, he noted that staffing profiles would be revisited to respond to harmonization demands. Concerning speaking in one voice, he observed that while Delivering as One had made it easier, the level was not yet optimal.

70. In accordance with decision 2006/36, the Executive Board approved the following six country programmes, on a no-objection basis, without presentation or discussion: Burkina Faso and Zambia from the Africa region; Somalia from the Arab States region; Indonesia and Maldives from Asia and the Pacific region; and Uruguay from the Latin American and Caribbean region. The Board took note of the draft CCPD for the United Republic of Tanzania and the comments made thereon.

XI. Midterm review of the strategic plan

71. The Executive Director introduced the item, underscoring that accountability was a top management priority and the midterm review (MTR) of the strategic plan, 2008-2013, was an opportunity to strengthen a culture of accountability and results throughout UNFPA. He noted that the postponement of the submission of the MTR to the second regular session 2011 would allow him to consult more widely to refine the strategic plan. The Director, Programme Division, made an oral presentation on the MTR, outlining the process, progress, preliminary findings, results framework, and next steps.

72. All the delegations that took the floor supported the Executive Director's request to postpone the submission of the MTR from the annual session 2011 to the second regular session 2011. Delegations commended the open and transparent process of consultation with Member States. They noted that the Fund's programming and leadership were key to achieving Millennium Development Goals 4, 5 and 6. They welcomed the intent to prioritize adolescents and further investments in civil society and private sector partnerships. Some delegations requested clearer articulation of the links between population dynamics, eradication of poverty, climate change and reproductive health and rights, as well as more focused indicators and targets. They called for progress on delivering on the agreed H4+ division of labour. They asked how the global programme on reproductive health commodity security would be positioned in relation to the Secretary-General's Global Strategy for Women's and Children's Health and asked about the division of labour between UNFPA and UN-Women on work related to gender.

73. Several delegations emphasized that humanitarian assistance should continue to be an important aspect of UNFPA work, including bringing the fight against sexual and gender-based violence, reproductive health and rights and gender issues to the fore in emergencies. Some delegations asked how advocacy, national execution and accountability would be strengthened. Calling for a review of the development results framework and updating of targets to 2013, delegations stressed the need for a better demonstration of results, including output monitoring. They noted that the framework contained goals and outcomes but outputs were missing. They asked that a specific output to measure efficiency savings achieved by UNFPA

be included in the management results framework. Some delegations asked how the MTR could sharpen the strategic direction and address reporting requirements. One delegation stated that the important role of partners in implementing the strategic plan should be emphasized.

74. The Executive Director thanked the delegations for their support and noted that postponement of the MTR submission would provide more time for engagement with Member States and civil society to review key issues and facilitate ownership by all. He stated that the organization would weigh carefully areas where expansion was needed and where less may be required. Expansion in the area of adolescents and youth was feasible without too much change in the current architecture. He assured delegations that UNFPA would continue close consultations with the Member States.

75. The Deputy Executive Director (Programme) stated that UNFPA had noted the suggestion regarding a specific indicator to measure efficiency. Regarding the roles of UNFPA and UN-Women, she noted that UNFPA would stay focused on gender equality in the context of the Programme of Action of the International Conference on Population and Development. Concerning HIV, she observed that UNFPA would continue to focus on the integration of HIV and sexual and reproductive health, the Fund's niche area where it was taking the lead.

76. The Director, Programme Division, stated that the annual report was being streamlined to focus on information requested by the Executive Board. As part of the optimization of results-based management, results were being streamlined and the hope was to have systems more in line with the organization's size. He added that reporting was consuming a lot of time and leaving less time for implementation. UNFPA was trying to reduce the number of indicators. He observed that one dilemma was how to balance decentralization with close oversight of country offices. He noted that UNFPA was mainstreaming humanitarian response in all its work and recognized that it should be strategic, scalable and sustainable. He noted the need to build capacity and affirmed the Fund's commitment to balance speed, effectiveness and accountability.

77. The Executive Board adopted an oral decision postponing the submission of the MTR of the UNFPA strategic plan from the annual session 2011 to the second regular session 2011.

UNOPS segment

XII. Statement by the Executive Director

78. The Executive Director updated the Executive Board on UNOPS performance and its priorities for 2011, noting that UNOPS had received a second consecutive unqualified external audit opinion. In highlighting how UNOPS was working in concert with the wider United Nations system, he assured the Executive Board that UNOPS was currently better positioned to provide management services and implementation support to its partners so they could deliver results on the ground. He reaffirmed his commitment to further increase the transparency and accountability of the organization. In closing, he remarked that he looked forward to presenting the 2010 annual report at the upcoming annual session. The presentation

would be followed by the 2012-2013 budget proposals, scheduled for the second regular session of the Executive Board in 2011.

79. Delegations commended the progress made by UNOPS over the past few years as reflected in the United Nations Board of Auditors report. They expressed support for the efforts of UNOPS to improve effectiveness and financial transparency, and were encouraged to see the UNOPS commitment to ensuring system-wide coherence in its implementation role with partner organizations. One delegation hoped that South-South cooperation would be given more consideration in the next UNOPS annual report and requested an update on the UNOPS operation in Bangladesh.

80. The Executive Director thanked the delegations for the positive comments and assured them that UNOPS was committed to ensuring system-wide coherence and coordination. He underlined the importance of partnering with other United Nations organizations as UNOPS was not mandated to generate policies but rather to support the implementation of projects on behalf of other United Nations organizations. The Executive Director said he was pleased to share UNOPS engagement in Bangladesh, especially in the areas of police training.

Joint segment

XIII. Report to the Economic and Social Council

81. On behalf of UNDP and UNFPA, the Assistant Administrator and Director of the, Partnerships Bureau, UNDP, introduced the joint report of the UNDP Administrator and the UNFPA Executive Director to the Economic and Social Council (E/2011/5).

82. Delegations welcomed the progress made on the report, including the improved quality and the inclusion of lessons learned. They reaffirmed the importance of the report in understanding the agencies' contributions and progress in implementing the quadrennial comprehensive policy review. Delegations underscored the need to include the key elements of the review, the particular needs of the middle-income countries, as well as the need to streamline reporting so that it would better serve its purpose. Some delegations stated that the report did not contain recommendations, including with regard to improving operational activities. One delegation stated that the report was often confusing as it focused on substantive results (the subject of the organizations' annual reports on their respective strategic plans) instead of dealing with process issues related to the quadrennial review. That is, the report did not focus sufficiently on how agencies conducted their work.

83. Some delegations asked that more attention be focused on strategic partnerships, widening the donor base, improving programme efficiency and reducing duplication. One delegation emphasized the need for a proper balance between regular and other resources and urged further efforts in mobilizing resources for development. The delegation asked the organizations to reduce their administrative costs. Some delegations noted their willingness to engage with the organizations to further improve and streamline reporting.

84. The UNDP Assistant Administrator and Director of the Partnerships Bureau welcomed the constructive remarks made by the delegations and noted the

possibility of including an action plan with the report. She further took note of the concerns raised regarding the particular needs of the middle-income countries.

85. The UNFPA Deputy Executive Director (Programme) stated that UNFPA had developed a strategy on working with middle-income countries and it could be shared later with the Executive Board.

86. The Executive Board took note of the joint report of the Administrator of UNDP and the Executive Director of UNFPA to the Economic and Social Council and the comments thereon, for transmission to the Council.

XIV. Recommendations of the Board of Auditors

87. The UNDP Associate Administrator, the UNFPA Deputy Executive Director (External Relations, United Nations Affairs and Management) and the UNOPS Deputy Executive Director introduced the reports of their respective organizations (DP/2011/14; DP/FPA/2011/1; and DP/2011/15) on the implementation of the recommendations of the United Nations Board of Auditors for the biennium 2008-2009. Prior to the introduction of the UNFPA report, the UNFPA Executive Director made brief remarks, underscoring that he had made strengthening accountability a top priority for UNFPA in 2011.

88. Many delegations recognized the significant progress UNDP had made regarding Board of Auditors audit recommendations and commended UNDP for the unqualified audit opinion it received for the second consecutive biennium. Noting that UNDP had implemented 90 per cent of the 42 recommendations targeted for completion by the fourth quarter of 2010, several delegations called for continued efforts to implement the remaining Board of Auditors recommendations in accordance with the target completion dates agreed with the Board of Auditors. One delegation called for specific efforts to firm up the target completion dates for the 17 audit recommendations that currently have unspecified target completion dates. Several other delegations requested more information on: the steps taken to ensure financial soundness; the reasons for the high level of unspent funds; the current status of After-Service Health Insurance; and measures taken to ensure zero-tolerance for fraud and corruption.

89. Several delegations were pleased to note that the UNFPA Executive Director had identified accountability and addressing audit matters as his top priority in 2011. They appreciated the Fund's commitment to follow up on the recommendations of the Board of Auditors and the openness of UNFPA in addressing the challenges. They asked for an update on the remaining outstanding recommendations of high priority. Delegations emphasized the benefits resulting from strong guidance, training, oversight mechanisms and lessons learned. Regarding the national execution (NEX) modality, they expressed concern over the qualified audit opinion and urged expeditious implementation of NEX-related recommendations, as well as strengthening of oversight measures and risk analysis. While looking forward to hearing about the development of other business models and modalities, they noted that going back exclusively to direct execution would not be a preferred answer to the qualified opinion. Some delegations noted that NEX should be the first option, wherever possible, and strengthening national capacity should always be pursued. One delegation asked about the implementation of the internal control framework and the remaining challenges regarding operating fund

account (OFA) balances. The delegation noted that the harmonized approach to cash transfers (HACT) should only be used in low-risk environments.

90. Delegations welcomed the unqualified audit opinion UNOPS had received and the fact that more than 90 per cent of the Board of Auditors audit recommendations had already been implemented. They also commended the significant progress UNOPS had made in improving organizational management and increasing transparency. One delegation urged UNDP and UNOPS to promptly settle the outstanding inter-fund balances. The UNOPS Deputy Executive Director explained that all such balances refer to the periods prior to 2007 and all of them had been fully reconciled by the two organizations. He added that in order to eliminate them, a negotiated settlement must be reached between UNDP and UNOPS. Discussions towards this end were under way.

91. Some delegations underscored the need to ensure that the introduction in 2012 of the International Public Sector Accounting Standards (IPSAS) would give a satisfactory picture of the financial situation of UNDP, UNFPA and UNOPS. They wondered if it would be advisable to give higher priority to recommendations that were crucial to successful IPSAS implementation. They urged the organizations to ensure the necessary synchronization of Atlas modules prior to the introduction of IPSAS. Underscoring that there must be zero tolerance for corruption, the delegations asked UNDP and UNFPA to elaborate on the handling of cases of fraud.

92. The UNDP Assistant Administrator and Director of the Bureau of Management thanked the delegations for their broad support and interest. She noted that the target dates of the audit recommendations were jointly decided with the Board of Auditors and assured the Executive Board that the relevant work was under way. She explained that the remaining Board of Auditors recommendations were of an ongoing nature and required further clarification from the Board of Auditors on the expected standards for full implementation. She assured the Executive Board that UNDP was actively addressing the concerns related to unspent funds and After-Service Health Insurance. As regards fraud cases, she explained that UNDP was focusing on preventing them in addition to taking disciplinary measures. Regarding Atlas, she said that UNDP, UNFPA and UNOPS would continue to work to resolve the issues related to Atlas and IPSAS. The UNDP Associate Administrator thanked the delegations for their insightful comments and assured the Executive Board that UNDP was firmly resolved to addressing the concerns raised by the delegations.

93. The UNFPA Deputy Executive Director (External Relations, United Nations Affairs and Management) thanked the delegations for their comments. She noted that UNFPA was focused on identifying key risk areas to prioritize follow-up and examine root causes. Concerning NEX, she underscored that UNFPA was giving the highest priority to addressing the Board of Auditors recommendations. UNFPA had a clear and aggressive action plan and both the support of the Executive Board and time were required to address the issues. She observed that although UNFPA was much smaller than its sister agencies it was called on to do the same tasks. Nevertheless, UNFPA was ensuring that the country offices were following up rigorously on the Board of Auditors recommendations. UNFPA was aggressively monitoring OFA balances and was working with national partners to manage the accounts using a risk-based approach. Regarding HACT, she clarified that if properly implemented HACT provided a sound assessment and identification of gaps and ways to address them. She noted that UNFPA had been diligent and

forward-looking in taking concrete steps for ASHI. Also, UNFPA was on schedule regarding IPSAS implementation. She underscored that UNFPA had strengthened its internal control framework to meet industry standards and staff were trained to apply it. Concerning fraud, she emphasized that UNFPA was fully committed to preventing fraud and had a zero tolerance policy. Furthermore, UNFPA managers were accountable for preventing and detecting fraud and clear disciplinary measures existed. She noted that last year the Executive Director had reported that the level of fraud in the organization was very low, 0.1 per cent of expenditures.

94. The Director of the United Nations Board of Auditors, noted that the relationship between the Board of Auditors and the Executive Board was both important and necessary, particularly so the Executive Board could follow up with the organizations on the implementation of Board of Auditors recommendations. He added that the Board of Auditors would provide information on the status of implementation of recommendations by the various organizations during the General Assembly session.

95. The Executive Board adopted decision 2011/9 on the reports of UNDP, UNFPA and UNOPS regarding the implementation of the recommendations of the Board of Auditors, 2008-2009.

XV. Financial, budgetary and administrative matters

Reports of UNDP and UNFPA on human resources management

96. The UNDP Assistant Administrator and the Director of the Bureau of Management, along with the UNDP Director of the Office of Human Resources, Bureau of Management, introduced the UNDP report (DP/2011/16). The UNFPA Deputy Executive Director (External Relations, United Nations Affairs and Management), and the Director, Division for Human Resources, UNFPA, introduced the UNFPA report (DP/FPA/2011/2). The chairperson of the UNDP/UNFPA/UNOPS Staff Council made a statement.

97. The reports were welcomed as balanced and well-structured. Several delegations asked UNDP and UNFPA about recruitment-related issues, including regarding equitable geographical distribution, merit-based selection, career development for young professionals, mid-managerial-level entry channels and how the organizations were preparing for the large number of upcoming staff retirements. Some delegations inquired about employment-related benefits, such as work-life balance, family and non-family duty-station arrangements, staff skill mix for upstream engagement, rewards for staff serving in hardship posts, including in conflict and post-conflict settings, and incentives for working together on the Delivering as One initiative. In terms of implementing the Delivering as One initiative, some delegations requested information on the implications of General Assembly resolutions on human resources management, harmonization of contractual reforms and administration of justice. They requested greater inter-agency mobility.

98. Some delegations encouraged UNDP and UNFPA to actively participate in efforts to harmonize United Nations human resources management rules and regulations and asked how the two organizations intended to oversee the implementation of their respective human resources policies. One delegation

requested clarification of what capacity development meant in the context of human resources management and asked what challenges had been encountered, from a human resources perspective, in the context of the One United Nations initiative. The delegation underscored that UNFPA was recognized and appreciated by partners for the high-level technical expertise and professional commitment of its staff. The delegation inquired about measures developed by UNFPA to ensure human resources management competencies at the country office level.

99. The Director of the Office of Human Resources, Bureau of Management, UNDP, thanked the delegations for their useful comments and for acknowledging the progress made on several human resources initiatives. She responded that efforts to reduce the time of recruitment were under way; contractual reforms had been completed; and a new assessment system for resident coordinators had been reviewed through an inter-agency process. The goal of this system was to incorporate a skills mix that spanned people management, political acumen and leadership skills in a humanitarian context.

100. The Director, Division for Human Resources, UNFPA, noted that organizations had mechanisms in place for inter-agency mobility and UNFPA was leading in both receiving and sending staff. He outlined some of the challenges. Responding to queries on how UNFPA oversaw and tracked the implementation of human resources policies, the Director gave the example of how UNFPA monitored compliance for the performance appraisal and development (PAD) system, which was at 97 per cent. Another example was the use of the e-recruit system which enabled UNFPA to pinpoint delays and monitor the status of recruitment. On the administration of justice, he noted that there was adequate provision in the Ombudsman's Office for mediation. Regarding Delivering as One, he stated that UNFPA was very involved in various processes, including harmonizing business practices. For example, in Viet Nam the communications team of the United Nations country team was using the UNFPA PAD system to appraise performance. While concurring that a large number of UNFPA staff members were aged 50 or older, the Director noted that the United Nations system as a whole was facing a major challenge regarding staff aging and upcoming retirements. He stated that there was a need for more entry-level positions and that the United Nations system needed to collectively do more to attract young professionals. He underscored that UNFPA was fully committed to career development, including through staff training. UNFPA also promoted work-life balance, including through various flexible work arrangements.

101. The Board took note of the UNDP and the UNFPA reports on human resources management.

Mock-up of the 2012-2013 biennial budget of UNDP, UNFPA and UNICEF

102. The Assistant Administrator and Director of the Bureau of Management, UNDP, made a joint statement on behalf of UNDP and UNFPA, noting that the informal note on the road map to an integrated budget was prepared in response to decision 2010/32 of the Executive Board of UNDP and of UNFPA.

103. Numerous delegations appreciated the organizations' efforts and consultations with Member States and were encouraged by the revised results-based budget format proposed in the mock-up budget for the 2012-2013 biennium. They felt that it came a long way towards meeting the objectives and requests outlined in previous

Executive Board decisions. They requested clarification on the representation of cost-recovery income in the results framework and proposed budget estimates, including outlining of the variable indirect costs of the organizations. They also requested clarification on the areas where there would be budgetary changes in the 2012-2013 biennial support budget and to the associated rationale.

104. Recalling that UN-Women had been asked by its own Executive Board to harmonize its budget format and methodology with that of UNDP, UNFPA and UNICEF, several delegations requested UNDP and UNFPA to support UN-Women in its efforts to achieve an integrated budget in 2014. Several delegations confirmed their commitment to strengthening the linkages between development results and resource levels and to updating the road map to establish steps and milestones for the period leading up to the 2014 integrated budget.

105. The Director, Division for Management Services, UNFPA, thanked delegations for the useful comments. He clarified that the linkages between the development results and resources would be reflected within the strategic plan. He noted that all significant changes between the 2010-2011 and the 2012-2013 budgets would be highlighted and cost-recovery rates would be reassessed for the 2012-2013 budget. He added that income from cost-recovery would be part of other resources. The road map would be updated as requested by Member States. He underscored that UNDP, UNFPA and UNICEF would continue their collaboration and would seek to involve UN-Women.

106. The Executive Board adopted decision 2011/10 on the mock-up of the 2012-2013 biennial budgets of UNDP, UNFPA and UNICEF.

XVI. Other matters

107. The Deputy Assistant Administrator, Bureau of Development Policy, presented the note of the Administrator (DP/2011/17), highlighting the two proposed amendments to the Global Environment Facility instrument. There were no comments by delegations.

108. The Executive Board adopted decision 2011/11 on the Global Environment Facility: amendments to the Global Environment Facility Instrument.

Informal consultations

109. The Executive Board held a Joint UNDP, UNFPA and UNICEF informal consultation on the results-based budget mock-up, as well as a briefing on the midterm review of the UNDP strategic plan.

Annex

Joint meeting of the Executive Boards of UNDP, UNFPA and UNOPS, the United Nations Children's Fund, UN-Women and the World Food Programme

Equity: narrowing the gaps to push for achievement of the Millennium Development Goals

1. Following a brief welcome by H.E. Dr. A.K. Abdul Momen (Bangladesh), the President of the UNICEF Executive Board, who chaired the meeting, Mr. Anthony Lake, the Executive Director of UNICEF, introduced the concept paper. The Executive Director noted that overall progress has been made towards reaching the Millennium Development Goals but that the Goals are tracked by national averages that do not measure inequities within societies. Mr. Lake presented the example of inequities faced by children in sub-Saharan Africa, where a child in the poorest quintile is two to three times more likely to be stunted, not receive vaccinations, and not be enrolled in school. Such vast disparities have stirred UNICEF to refocus on equity. The Executive Director also highlighted a modelling study carried out by a team of experts from within and outside UNICEF, which aimed to assess the cost-effectiveness of an equity-focused approach. The results of the study defied conventional wisdom: an equity approach, with efforts focused on the most vulnerable and hard-to-reach children and families, was the most cost effective and quickest way to achieve the Millennium Development Goals. Mr. Lake emphasized the challenge ahead, which is the need to move from modelling into action, to ensure that the Millennium Development Goals are achieved quickly, cost-effectively, and equitably.

2. Ms. Helen Clark, Administrator of the UNDP, noted in her opening remarks that there is "a disconnect between economic growth and human development" in many societies that are making overall progress but leaving behind the poorest of the poor. "GDP growth does not ensure equity," she said. "An explicit focus on inequality is now required."

3. Following the introductory remarks, 18 delegations took the floor, raising several key issues:

(a) The potential for the private sector and civil society to forge a partnership with the government to play a role in the equity-focused approach;

(b) The extent to which national governments have adopted the equity-focused approach, particularly in countries with large disparities;

(c) How the equity approach is being addressed in the least developed countries and middle-income countries, especially in Africa, Asia and Latin America;

(d) Whether the results from the study conducted by UNICEF on an equity-focused approach, which was modelled on the health sector, can be more widely applied to all areas covered by the Millennium Development Goals;

(e) What could be recommended to help national policies and programmes to address equity in the context of volatile situations.

4. Dr. Babatunde Osotimehin, Executive Director of UNFPA, in his remarks stressed the importance of addressing gender inequities for the sake of the broader development agenda, as women and girls are especially vulnerable to poverty and exclusion. "Equity is essential to everything that we do" he said. Ms. Michelle Bachelet, Executive Director of UN-Women, stressed the problem of gender-based disparities in education. While the education gap between girls and boys has narrowed in most nations, she said, inequities persist among marginalized communities — even in regions that have made great strides, such as those in countries of Latin America and Caribbean. She further added, "Women are essential in the achievement of the Millennium Development Goals". Mr. Amir Abdullah, Deputy Executive Director of WFP, positioned equity as a key to development progress. "Hunger and food security are clearly an equity issue," he said. The world's poorest people, he added, "are depleting their assets, depleting their wealth, just to be able to feed themselves."

5. Responding to the issues raised by delegations, the following points were emphasized by the panellists:

(a) The large role that the private sector and civil society may play alongside the government in achieving the Millennium Development Goals through an equity approach;

(b) The promising reception given to the equity focus by national governments, with many of them encouraged by its cost-effectiveness;

(c) The necessity of an equity approach in all regions, tailored to specific country conditions;

(d) The centrality of an equity approach to all areas covered by the Millennium Development Goals; given the interrelated nature of the Goals, it is important to further analyse the effect of an equity approach across all sectors;

(e) The important role of social protection systems, especially in the face of volatility.

6. Overall, several common themes were expressed by both delegations and panellists. One was the importance of achieving gender equality globally. In this regard, UN-Women was enthusiastically welcomed as an entity that will play a vital role in accelerating this achievement. Another theme emphasized was the need for cooperation and collective action at the country level. Delegations expressed hope that countries could share experiences and learn from each other regarding equity-focused programming.

Mainstreaming gender through the work of the agencies and envisaged collaboration with UN-Women

7. This session commenced with the President of the Executive Board of UN-Women, H.E. Mrs. U. Joy Ogwu (Nigeria), welcoming the Executive Directors of UNDP, UNFPA, UNICEF and UN-Women and the Deputy Executive Director and Chief Operating Officer of WFP to the session and inviting them to take the floor. The Under-Secretary-General and Executive Director of UN-Women, Ms. Michelle Bachelet, noted that, since taking office, she had been engaged in fruitful consultations with the heads of many United Nations system partners on how UN-Women could participate in or coordinate and, in some cases lead efforts to

deliver more effectively results for achieving gender equality and women's empowerment. Stressing that UN-Women would work with the United Nations system to deliver results, she also stated that UN-Women would not compete with the other funds and programmes; rather, it would prioritize demand-driven country level support, focusing on a few critical thematic areas to generate visible results. She emphasized the need to build partnerships across the system and to create more opportunities for each United Nations organization to support gender equality, based on comparative advantages. She noted that while promoting accountability, UN-Women would not be the "gender police", but would instead step up support for implementation of existing mechanisms, such as performance indicators, as well as advancing a shared tracking system, or "gender marker" for the United Nations with the High-level Committee on Programmes and the United Nations Development Group (UNDG).

8. Dr. Babatunde Osotimehin, Executive Director of UNFPA, took the opportunity to congratulate Ms. Bachelet on the formal establishment of UN-Women and addressed three issues in his statement: (a) capacity-development for gender mainstreaming; (b) collaboration with UN-Women; and (c) gender accountability. He emphasized the continuing commitment of UNFPA to working with UN-Women together with its partners in the "Health 4" (H4) (World Health Organization, UNFPA, UNICEF and World Bank) to support strong advocacy efforts to ensure universal access to reproductive health. Highlighting samples of some key UNFPA achievements in the area of gender equality, he reiterated the Fund's commitment to work together with other agencies to achieve greater progress for women and girls.

9. In her remarks, Ms. Helen Clark, UNDP Administrator and Chair of the UNDG, welcomed UN-Women to the UNDG and reiterated the commitment of UNDP to partner with UN-Women. Highlighting some key examples of effective partnership between UNDP and UN-Women she stated that the organization's International Assessment on what it will take to achieve the Millennium Development Goals is dependent on the investments made on women and girls. Stating that each agency has its own comparative advantage on gender issues, she also highlighted that initial discussions have commenced between UNDP and UN-Women to develop a joint guidance note for Resident Coordinators and United Nations country teams on how the UNDG can work together on gender-related issues at the country level.

10. Mr. Anthony Lake, Executive Director, UNICEF, welcomed Ms. Bachelet and reiterated the commitment of his organization to work with UN-Women in furthering issues relating to children's rights. He noted that while much had been achieved in reaching goals relating to health, nutrition and education, much more needed to be done. Collaboration with other funds and programmes was key to achieving desired results, he stated. He joined hands with the other Executive Directors in expressing support to UN-Women as it began its operations.

11. Welcoming Ms. Bachelet to her new role, Mr. Amir Abdulla, Deputy Executive Director and Chief Operating Officer of WFP, highlighted how the gender mandate is one in which all United Nations agencies have worked and will continue to work together. He emphasized the key role women played in agriculture and food production, regretting that despite playing such a vital role, they had little access to services and to decision-making. As long as power and access were inequitably

divided, poverty reduction would not be achieved. He underlined that UN-Women would have a key role in giving marginalized women a voice. While there would be some overlaps, there are also gaps and UN-Women should play a role in ensuring that all funds and programmes worked together in a more cohesive manner to achieve desired outcomes.

12. Delegations taking the floor recognized that close collaboration among the various funds and programmes would be key during the transition phase of UN-Women. Many asked for clarification on the role of UN-Women in leading coordination at the country level and how this would take shape in the near future. Speakers noted the importance of working together to develop coordinated strategic plans, to clarify areas of work of the respective organizations, and to ensuring complementarities of results for gender equality, stating that the creation of a separate gender entity should not absolve the efforts of other United Nations bodies in working on gender issues.

13. In response, the Executive Director of UN-Women noted that organizational mandates outlined the division of labour and that this would be further articulated in the organization's strategic plan. She and the UNDP Administrator emphasized the need to be flexible and responsive according to needs and capacities in specific country cases. The WFP Deputy Executive Director reiterated the need for a pragmatic approach and the Executive Director of UNFPA underlined that joint programming and joint funding would be supported under the rubric of the Resident Coordinator, in order to advance inter-agency collaboration and achieve positive results for gender equality.

14. The President of the Executive Board thanked all the representatives for their key contributions and also took the opportunity to again thank the Member States for their continued support in ensuring that gender equality and gender mainstreaming was a shared vision for all. She expressed optimism about the future of UN-Women, given the commitments made by Member States and United Nations agencies alike to collaborate closely with UN-Women.

Efficiency of emergency response and the transition to recovery and long-term development: lessons learned

15. The President of the WFP Executive Board, H.E. Mrs. Agnes van Ardenne-van der Hoeven (Netherlands) opened the session by inviting the WFP Deputy Executive Director for Operations to introduce the paper. In summarizing the contents of the paper, the Deputy Executive Director clarified that due to their mandates in the fields of humanitarian and development assistance, the six agencies were present and active before, during and after a crisis. He pointed out that investments in humanitarian assistance, longer-term social safety and agriculture were indeed complementary. Post-conflict situations presented unique challenges because of the nexus among humanitarian, recovery and development activities; efforts needed to be made to better integrate risk assessment and vulnerability analysis and mapping into early warning and preparedness systems. While there was agreement that the cluster approach had led to greater coherence, cluster response needed to be strengthened during mega-crises.

16. At the invitation of the President, the Guest Speaker for Liberia, Professor Togba-Nah Tipoteh, took the floor. He thanked the United Nations for helping Liberia to move towards recovery, but stressed that until the fundamentals of

poverty were properly addressed, the international community would continue to invest millions in temporary measures.

17. The UNICEF Representative indicated that issues related to the aid architecture in transition/fragile situations remained unaddressed, while the incidence, scale and complexity of emergencies were likely to grow in the coming years. There was a need to bridge the critical gap during the first 6 to 18 months, using existing funding mechanisms as necessary. The Representative of UN-Women insisted on the need to ensure that women's issues be tackled in a coordinated manner in emergencies and to improve the notorious underfunding of their needs. The Representative of UNDP indicated that it was necessary to bring development thinking into humanitarian operations, starting development earlier and keeping humanitarian assistance longer, building on existing local capacities and coordination mechanisms. The representative of UNFPA remarked that for transition to recovery and long-term development, both humanitarian and development actors needed to collaborate more closely from the response phase. The year 2010 had provided invaluable lessons from Haiti and Pakistan that must be reflected and acted upon.

18. The President invited questions and comments from the floor and the ensuing observations were made:

(a) Transition was not given enough thought; emergencies should not be seen in stages; the Delivering as One concept should be applied to transitional and fragile countries;

(b) Donor funding should be improved and be more flexible during transition/fragile situations;

(c) Local purchase initiatives and cash transfer programmes were encouraged;

(d) When it came to addressing poverty, a differentiation was to be made between chronic and sudden emergencies;

(e) The Humanitarian Coordinator and the United Nations country teams were critical to coordination and to implementing clusters; disaster risk reduction should be integrated in clusters and preparedness mechanisms had to improve;

(f) Coordination among the United Nations organizations, peacekeeping missions and multilateral institutions should improve to help manage better complex operations, building on national capacity after the emergency is over; the importance of investing in local communities was stressed;

(g) Lessons learned in building resilience and capacity in mega-crises should be shared, as well as best and worst practices, and more examples given.

19. The WFP Deputy Executive Director for Operations answered that resources received were earmarked, which prevented a holistic approach. While funding was linear, the situations were not; adaptive tools were therefore needed. He stressed that there were risks to staff and operations and reputational risks for undertaking activities in such environments. A joint United Nations approach to capacity-building was also needed to ensure sustainability.

20. The President concluded the session, suggesting that transition be the main topic for the 2012 joint meeting of the Executive Boards.

Delivering as One: follow-up to Hanoi

21. The meeting was chaired by the President of the Executive Board of UNDP/UNFPA/UNOPS, H. E. Ms. Edita Hrdá (Czech Republic). Ms. Helen Clark, Administrator, UNDP, delivered an introductory statement on behalf of the United Nations organizations represented at the joint meeting.

22. Presentations were made by Mr. Diego Canepa, Under-Secretary to the Presidency of Uruguay, and Mr. Henrique Banze, Vice Minister for Foreign Affairs and Cooperation of Mozambique, on the experiences of the two countries as part of the Delivering as One initiative.

23. Following the presentations, the floor was opened for comments and questions to the panel. Delegations raised the following issues:

(a) It was asked what might be done to strengthen the political will to promote the initiative;

(b) It was said that work needs to be done at Headquarters to reduce the reporting burden on United Nations country teams. There was a further call on organizations to implement the management and accountability system, and a request was made for an update on this;

(c) A request was made for information about the work to empower United Nations Resident Coordinators;

(d) It was asked how the system can ensure the right balance between resource allocation and country-specific funding needs;

(e) It was stressed that Delivering as One is not an end in itself but a tool, and further noted that earmarked funding erodes the principle of national ownership and leadership;

(f) A request was made for the views of the panel on how the Delivering as One evaluation might be made accessible to Member States, and how this could be done in a way that led to a broadly supported outcome going into the quadrennial comprehensive policy review;

(g) It was asked whether there were funding gaps for the independent evaluation and what might be done to harmonize reporting.

24. The following responses were provided by Ms. Clark:

(a) A firm of consultants is working on the review of the management and accountability system. The outcome of that work will be relevant to the empowerment of the Resident Coordinators;

(b) The independent Delivering as One evaluation is coordinated by the Department of Economic and Social Affairs, not the United Nations Development Group, and there is a funding gap of $600,000;

(c) The United Nations system is aware of the sustainability issues surrounding the Delivering as One initiative, and there have been discussions on this with other principals. Agencies do not have the necessary resources, however, and a formula needs to be found for an equitable alignment;

25. Additional comments were made by representatives of UNICEF, UNFPA, WFP, UN-Women and UNOPS.

(a) Mr. Anthony Lake, Executive Director, UNICEF, emphasized that UNICEF was firmly on board with Delivering as One. While there are short-term transaction costs, these are redeemed by the long-term results at the country level. He stressed the need for agencies to retain their identities;

(b) Ms. Mari Simonen, Deputy Executive Director (External Relations, United Nations Affairs and Management), UNFPA, said that the United Nations system needs to invest in change-management capacity. The work on business practices includes bringing to scale initiatives that have taken place so far, such as common procurement and common services. Some gains are relatively easy to accomplish, but there is a lot of work involved, and in areas such as information and communications technology (ICT), up-front investments are needed. As was shown in the case of Mozambique, these investments pay off in the end.

(c) Mr. Amir Abdulla, Deputy Executive Director, WFP, further noted that up-front capital investment — particularly for ICT — can pose a challenge. He stressed the importance, as regards Delivering as One, of the role played by the regional teams, as well as the need to focus on delivering "a joint programme", i.e., a fully coordinated "one UN" programme, rather than many joint programmes.

(d) Ms. Gulden Turkoz-Cosslet, Senior Adviser, UN-Women, stated that UN-Women will seek to add value to existing coordination mechanisms. The Delivering as One approach has helped in addressing the lack of a coordinated approach on gender;

(e) Mr. Bruce McCarron, Director of the North America Regional Office, UNOPS, emphasized the firm commitment of UNOPS to Delivering as One and shared experiences of country team joint delivery in Afghanistan.

Part two
Annual session 2011

Held at United Nations Headquarters in New York from 6 to 17 June 2011

I. Organizational matters

1. The annual session 2011 of the Executive Board of UNDP, UNFPA and UNOPS was held at United Nations Headquarters, New York, from 6 to 17 June 2011.

2. The Executive Board approved the agenda and workplan for its annual session 2011 (DP/2011/L.2), and approved the report of the first regular session 2011 (DP/2011/20).

3. The Executive Board agreed to the following schedule of future sessions of the Executive Board in 2011:

Second regular session 2011: 6 to 9 September 2011.

4. Decisions adopted by the Executive Board at the annual session 2011 were included in document DP/2011/32, accessible at www.undp.org/execbrd.

5. The UNDP Deputy Assistant Administrator and Deputy Director, Partnerships Bureau, informed the Executive Board that UNDP, UNFPA and UNICEF had agreed on a common approach to ensure the continuity of programming in Southern Sudan in the subsequent months following the planned independence and that the three organizations would jointly inform the Executive Board after working out the details.

6. The Executive Board agreed to postpone, from the second regular session 2011 to the first regular session 2012, consideration of the UNDP programming arrangements.

UNDP segment

II. Statement by the Administrator and annual report of the Administrator

7. In her statement to the Executive Board (available on the UNDP website at www.beta.undp.org/content/undp/en/home/operations/executive_board/overview.html), the Administrator outlined the agenda for organizational change in the context of the altering development landscape. She highlighted how the work under way would move UNDP from being a good organization to a great one and further improve the organization's ability to deliver concrete development results at the country level. The Administrator stressed the main findings of the midterm review (MTR) of the strategic plan, and the ways in which the internal change agenda would strengthen the work of UNDP. Further, she outlined some of the results UNDP helped deliver in 2010 across the world and in the eight outcome areas of focus in the 2010 results report.

8. The Administrator then spoke of the progress made by UNDP on the United Nations coherence agenda, noting the firm commitment of UNDP to marshal the resources of the United Nations development system to respond more effectively and strategically to development challenges at the country level. In emphasizing the fact that UNDP needed a stable and critical mass of core resources, the Administrator appealed to all partners to increase core contributions for the year 2011, and for the remainder of the current strategic plan.

9. The Administrator noted the importance of strengthening transparency by means of enhancing the organizational disclosure policy and informed the Executive Board that UNDP was on track to adopt the International Public Sector Accounting Standards (IPSAS). In concluding, the Administrator informed the Executive Board of the newly launched UNDP website.

10. Delegations commented on the focus areas reflected in the Administrator's statement, including the agenda for organizational change, the MTR process and the next strategic plan, funding commitments to UNDP and greater information disclosure to enhance transparency, as well as on issues related to the *Human Development Report* and the draft decision that had been tabled on the middle-income countries (MICs).

11. The President of the ECOSOC took the floor and thanked the Administrator for her comprehensive statement outlining the key activities and contributions of UNDP. He expressed support for the MTR process and endorsed the substantive direction set out in the annual report. The issues he touched upon included: the importance of the draft country programme documents (CPDs) and the need for stable and predictable funding to allow UNDP to carry out its development mandates.

12. On change management and organizational reform, a number of delegations welcomed the process as an opportunity for UNDP to critically review the current decentralized and top-heavy set-up and to sharpen UNDP areas of work for transformational change. In this regard, they encouraged strengthening the resident coordinator system and building on the skill sets of both the headquarters staff and country office teams.

13. While acknowledging the progress made in the MTR process, many delegations felt that there was room for further improvement, in particular with regard to the development results framework of the midterm review. In expressing their concern, they stated that more clarity and suggestions for improvement at the strategic level would be required, as the MTR revealed unmet expectations around a number of issues. These included: how UNDP would adjust its strategic focus to reorient its country programmes and incorporate the lessons learned to enhance results on the ground; what the key contributions of UNDP to development were; and how UNDP would improve the reporting of results and performances. The delegations strongly supported the development of a roadmap to guide preparations and consultations for the next strategic plan, which the delegations hoped would clearly establish the strategic positioning of UNDP within the broader development environment.

14. Some other delegations broadly welcomed the MTR and expressed their support for the process while requesting the concerns of the least developed countries (LDCs) to be noted in the course of discussion. On a similar note, a number of delegations stressed the need to revisit the current graduation criteria in light of the special and differentiated needs of the MICs.

15. Some delegations noted the importance of a demand-driven approach to reduce poverty and underscored the need to integrate in the future work programme of UNDP the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011-2020. A number of delegations, however, called on UNDP to remain more focused on areas where UNDP is expected to have a comparative advantage,

inter alia, democratic governance and crisis prevention and recovery. Some other delegations stressed the importance of reducing social inequality in the context of combating poverty.

16. Many delegations expressed grave concerns over the continued downward trend of contributions to core resources and called on donor countries to deliver on their commitments to address the imbalance between core and non-core resources. They further stressed the importance of ensuring stable, sizeable and predictable core resources to allow UNDP to effectively deliver on its development mandates.

17. Other delegations, while recognizing the need to sustain stable funding, urged UNDP to diversify its donor base and follow the example of strict budget discipline promoted by the United Nations Secretary-General. In the course of discussion, some delegations took the opportunity to state their commitments to contribute to UNDP core resources in 2011.

18. Delegations who spoke reiterated their explicit support for the disclosure of project- and programme-related internal audit reports to intergovernmental organizations and the Global Fund to Fight AIDS, Tuberculosis and Malaria, irrespective of the size of their contributions. Further, they stressed that those non-state organizations should be granted the same level of access as Member States, provided that confidentiality requirements would be maintained.

19. In stressing the need for addressing the special and differentiated needs of the MICs, many delegations expressed strong support for the draft decision on the MICs tabled by the Latin America and the Caribbean States. Two delegations, while noting past concerns related to the *Human Development Report*, remarked that substantial progress had been made in the consultation process with Member States in the course of drafting the report.

20. The Administrator thanked the delegations for their informative comments and concerns and responded to the issues regarding: the MTR, in particular the comments related to the UNDP contribution to development and the development results framework; the organizational change agenda; the importance of UNDP maintaining its universal presence; and the need to respond to the emerging demand for greater access to internal audit reports. The Associate Administrator further responded to the comments raised with regard to the technical and methodological aspects of the MTR.

21. The Executive Board adopted decision 2011/14 on the midterm review of the UNDP strategic plan, and took note of: the annual report of the Administrator on performance and results for 2010 (DP/2011/22) and its annexes, the report of UNDP on the recommendations of the Joint Inspection Unit in 2010 (DP/2011/22/Add.1) and the statistical annex (DP/2011/22/Add.2).

III. Funding commitments to UNDP

22. The Administrator introduced the item on funding commitments to UNDP, thanking all partners across the board for providing resources to UNDP. She further noted the countries that had maintained or increased funding to UNDP in 2011. The Assistant Administrator and Director, Partnerships Bureau, further elaborated on the current complexities of the funding environment and stressed the importance of providing UNDP with stable, adequate and predictable core resources to ensure that

the organization's development mandates are achieved. She outlined UNDP efforts to: expand the donor base; strengthen strategic communications; and develop a more integrated approach to funding and resource mobilization.

23. Two delegations spoke, regretting that UNDP failed to meet the targets set out in the strategic plan for the years 2010 and 2011. One delegation, who also spoke on behalf of a number of delegations, emphasized the principle of sharing the financial responsibilities among all Member States. That delegation further called on UNDP to broaden its donor base and said that UNDP would need to do more with less.

24. Another delegation, in noting the target dates for the Millennium Development Goals (MDGs), encouraged the donor countries to address the continued imbalance between core and non-core resources. The delegation reiterated its funding commitment to core resources in 2011.

25. The Administrator and the Assistant Administrator and Director, Partnerships Bureau, took note of the comments made, and looked forward to receiving continued guidance from the Executive Board.

26. The Executive Board adopted decision 2011/15 on the status of regular funding commitments to UNDP and to its funds and programmes for 2011 and onwards.

IV. Evaluation

27. The Director, Evaluation Office, presented the annual report on evaluation 2010, highlighting the evaluation function in UNDP and the associated funds and programmes, the key findings and lessons learned from independent evaluations, and the proposed programme of work for 2011-2012 of the Evaluation Office.

28. Delegations recognized the improvement in the availability of management responses and in the use of evaluations, and were hopeful that the use of evaluation findings would enhance future management for results. Some delegations, however, expressed concern over the limited progress made on decentralized evaluations in terms of quality, coverage and compliance, and urged UNDP to ensure that robust evaluation plans would form part of the country programmes and that planned evaluations would be carried out. They requested an explanation on management plans for addressing the decline in the number of evaluation specialists.

29. A number of delegations were concerned that none of the outcome evaluations completed in 2010 were highly satisfactory while noting that none of them were highly unsatisfactory. Commenting on the weakness of the programme designs that lacked well-defined results frameworks, they stressed that significant measures would need to be taken to remedy the factual weaknesses. They were surprised to learn that the budget of the Evaluation Office was reduced by 14 per cent from 2009 to 2010, and requested clarification. The delegations were also interested in hearing about the focus areas of the evaluation of the strategic plan scheduled for 2012.

30. Some delegations were particularly interested in the appointment process for the new Director of the Evaluation Office and requested an update on the process. They also looked forward to seeing all future CPDs accompanied by outcome evaluations and management responses issued accordingly for all evaluations and the timely implementation of the management responses.

31. Delegations were pleased with the increase in evaluators from developing countries in independent evaluation teams, and some noted that the Evaluation Office had maintained gender balance in these evaluation teams but had found it difficult to increase the number of women team leaders. They called for attention to evaluation capacity-building to increase the number of professional women evaluators in developing countries.

32. One delegation, in providing general comments on the evaluation function as a whole, said that duplication of work could be minimized if joint evaluations could be increased at the country level.

33. The Associate Administrator and the Director, Evaluation Office, responded to the comments and reiterated commitment of UNDP to improving the evaluation function with a view to achieving transformational change.

34. The Executive Board adopted decision 2011/16 on the annual report on evaluation (DP/2011/24).

V. Human Development Report

35. In line with Executive Board decision 2011/12, the Administrator provided an oral presentation on the measures taken by UNDP and the Human Development Report Office (HDRO) to ensure the implementation of the recommendations and the guidelines contained in General Assembly resolution 57/264. The Administrator highlighted some key organizational aspects of the HDRO, including the nature of the editorial independence, and reiterated the importance of the *Human Development Report* (HDR) for UNDP. The Director, Human Development Report Office, summarized the consultation process, as well as the process of developing the Report for 2011 (DP/2011/25).

36. Delegations expressed appreciation for the Administrator's oral presentation and commended the efforts made by HDRO to implement the recommendations contained in Executive Board decision 2011/12 and General Assembly resolution 57/264. They welcomed the enhanced consultation process with Member States as well as with the relevant statistical community in order to strengthen the quality and the objectivity of the report. They reiterated the importance of the consultative process in developing future reports. Some delegations conveyed congratulations to the incoming Director of HDRO.

37. One delegation cautioned against using indicators for concepts that had not been unambiguously defined by the intergovernmental community (e.g., human rights). That delegation noted with satisfaction the cooperation between HDRO and its Government to resolve the issues surrounding the national-income estimates and hoped that appropriate solutions could be found for other countries that had been excluded from the 2010 Report. Another delegation welcomed the decision of HDRO to not present new indices on environmental sustainability in the 2011 Report in consideration of the ongoing preparations for the Rio+20 Conference on Sustainable Development.

38. Other delegations, while acknowledging the need for HDRO to engage in dialogue with Member States and with the United Nations Statistical Commission, stressed the importance of ensuring the editorial independence of HDRO.

39. The Associate Administrator thanked delegations for their words of encouragement and reiterated HDRO commitment to engage in dialogue with stakeholders, in particular Member States and the international statistical community.

40. The Executive Board adopted decision 2011/17 on the update on the *Human Development Report*.

VI. Country programmes and related matters

UNDP country programmes

41. The Associate Administrator introduced the item. Following the presentation of 22 draft country programmes, a draft common country programme document (CCPD) and a subregional programme, delegations were invited to comment on them.

42. Delegations whose countries were the subject of the new draft country programmes thanked UNDP for its support and requested the Executive Board to give positive consideration to the draft CPDs before them. In highlighting the key focus areas reflected in the respective draft CPDs, the delegations stressed that the work of the United Nations organizations must complement the respective governments' efforts to achieve sustainable development through the provision of technical assistance and capacity-building in critical areas. Some other delegations stressed that consideration must also be given to the MICs.

43. Other delegations called upon UNDP to strengthen the capacity of the country offices and asked future CPDs to be focused on important cross-cutting issues like mainstreaming gender, strengthening judicial reform, providing electoral support and responding to climate change. They also noted the weakness in results frameworks that would lead to difficulty in results reporting and results-based management, and suggested that UNDP develop a more comprehensive results chain and include more information on risk analysis and risk mitigation.

44. One delegation wondered if UNDP was stretching across too many programme areas given the capacities and mandates of the country offices. The delegation added that an alternative approach would be to focus on select programme areas. Another delegation expressed concern over the compliance with the evaluation plans included in the draft CPDs, in particular with regard to the worsening trend in compliance with decentralized evaluations. The delegation urged UNDP to ensure that gender specialists were engaged during the development stage of the country programmes and that accountability mechanisms were enhanced to ensure quality at the time of entry.

45. On the draft CCPDs for the United Republic of Tanzania and Albania, another delegation, who also spoke on behalf of a number of delegations, requested an update on whether and when the results of the lessons learned would be presented to the Executive Board, and an indication of the progress being made on independent evaluations, as well as on the review of the management and accountability system. The delegation further stressed the need to identify the institutional bottlenecks faced by the United Nations country teams and outlined how the Executive Boards of the relevant agencies could assist in moving that process forward.

46. The Executive Board took note of the one-year extensions of the country programmes for Egypt, Guinea, Haiti, Mauritius, Moldova, Tunisia and the United Arab Emirates. The Board approved the second one-year extension of the country programme for South Africa and the two-year extensions of the country programmes for Croatia, Madagascar and Paraguay.

47. The Executive Board took note of the comments made regarding the 22 draft country programmes for: (Africa region) Chad, Ethiopia, Gabon, Ghana, Mauritania, Sao Tome and Principe, Senegal, Seychelles and Zimbabwe; (Arab region) Bahrain, Morocco and Saudi Arabia; (Asia and the Pacific region) Bangladesh, Mongolia and the Philippines; (Eastern Europe and Commonwealth of Independent States) Kyrgyzstan, Montenegro and Ukraine; and (Latin America and the Caribbean region) El Salvador, Honduras, Jamaica, and Trinidad and Tobago.

48. The Executive Board further took note of comments made regarding the draft CCPD for Albania and the draft subregional programme document for Barbados and the Organisation of Eastern Caribbean States.

49. The Executive Board, in accordance with Executive Board decisions 2001/11 and 2006/36, approved the CCPD for the United Republic of Tanzania that was presented on an exceptional basis at the first regular session 2011.

Midterm review of the UNDP global programme, 2009-2013

50. The Associate Administrator introduced the item. The Assistant Administrator and Director, Bureau for Development Policy, introduced the report on the midterm review of the UNDP global programme, 2009-2013 (DP/2011/27), presenting the findings of the midterm review of the global programme and the proposed ways forward.

51. There were no comments from delegations.

52. The Executive Board adopted decision 2011/18 on the midterm review of the UNDP global programme.

VII. United Nations Capital Development Fund

53. The Associate Administrator introduced the item, commending the results achieved by the United Nations Capital Development Fund (UNCDF) in 2010 before providing a short introduction on the work of UNCDF and its partnership with UNDP. The Executive Secretary of UNCDF presented the report on results achieved by UNCDF in 2010, including a progress report on the implementation of the strategic partnership between UNCDF and UNDP.

54. Delegations commended the strong performance of UNCDF, particularly at the country level, and welcomed the continued expansion of its activities, which illustrate the growing confidence the fund enjoys. However, a number of delegations expressed concern over the decreasing level of core resources and encouraged UNCDF to broaden its donor base to ensure a more stable and predictable funding base.

55. One delegation, who spoke on behalf of the least developed countries (LDCs), was encouraged that UNCDF had made significant contributions towards the achievement of the Millennium Development Goals (MDGs) in the LDCs. The

delegation hoped to see UNCDF in the future focus on increasing the coverage of its activities, in particular microfinance and local development programmes, at the country level in all the LDCs. That delegation further requested UNCDF to mainstream the relevant provisions and principles of the Istanbul Programme of Action on the LDCs and thanked UNCDF for organizing two side events during the Fourth United Nations Conference on the LDCs.

56. One delegation commended UNCDF for its extensive framework for measuring results and for commissioning nine full evaluations of its programmes as well as an external review of its microfinance portfolio in 2010. Another delegation welcomed the strategic partnership between UNCDF and UNDP which had become closer in recent years. The delegation further noted that almost all of the country programmes of UNCDF were undertaken jointly with UNDP.

57. The Executive Secretary thanked delegations for their generous remarks and comments and said that there would be challenges to expanding UNCDF coverage to more LDCs without increased financing. The Associate Administrator commended the Executive Secretary's leadership and reaffirmed commitment of UNDP to strengthening its work with UNCDF so as to achieve transformational change.

58. The Executive Board adopted decision 2011/19 on the report on results achieved by UNCDF in 2010 (DP/2011/28).

VIII. United Nations Volunteers

59. The Associate Administrator introduced the item on the planning for the tenth anniversary of the International Year of Volunteers and the fortieth anniversary of United Nations Volunteers (UNV) programme and noted the positive achievements made by the organization over the past 40 years. The Executive Coordinator of UNV elaborated on the work of UNV and provided an update on the various initiatives undertaken in preparation for the International Year of Volunteers in accordance with General Assembly resolution 63/153. She further paid tribute to those United Nations Volunteers whose lives were lost earlier in the year.

60. Delegations commended the work of UNV in promoting peace, stability and ownership of development, applauding the contributions and hard work by the United Nations Volunteers around the world. The delegations said that, in celebrating the tenth anniversary of the International Year of Volunteers, they looked forward to further promoting the values of volunteerism, building and reinforcing volunteer networks and contributing to the achievement of the MDGs.

61. One delegation said that the tenth anniversary of the International Year of Volunteers should be viewed as a good opportunity to review and take stock of the movement and contribution of efforts made by volunteers and added that the volunteers should enjoy the same level of functional immunity that international experts enjoy. Another delegation, in illustrating the importance of volunteerism and its role in local development activities worldwide, looked forward to the first *State of the World's Volunteerism Report*, which was being prepared by UNV.

62. A number of delegations related the UNV programme to volunteer activities ongoing in their respective countries and expressed firm support to the programme objectives of UNV. Some delegations took the opportunity to confirm their financial

contributions and called on other countries in a position to do so to also contribute to the Special Voluntary Fund of UNV. Other delegations joined the Executive Coordinator in paying tribute to those whose lives were lost earlier in the year while on duty.

63. The Executive Coordinator thanked delegations for their comments and observations, and emphasized the importance of recognizing the contributions made by the volunteers. As these volunteers operate in challenging and at times under dangerous circumstances, she said it was essential to grant them security as well as the same level of functional immunity extended to other United Nations personnel. She further expressed her thanks for the continued support of various partners and said that UNV would continue to remain committed to promoting volunteerism and to offering volunteer opportunities so as to ensure the broadest possible representation based on geography and gender.

64. The Executive Board adopted decision 2011/20 on the planning for the tenth anniversary of the International Year of Volunteers and the fortieth anniversary of United Nations Volunteers.

UNOPS segment

IX. Statement by the Executive Director and annual report of the Executive Director

65. The Executive Director of UNOPS introduced the annual report and presented the progress made in the implementation of the strategic plan, 2010-2013, highlighting the UNOPS contribution to the work of the United Nations and its partners to deliver tangible benefits to people in need. He provided a summary of UNOPS performance in 2010, including the delivery of $1.27 billion in project services and the successful cleaning up and improving of business practices, which led to an unqualified audit for the biennium 2008-2009, and to operational achievements on the ground in a number of countries. In presenting the continued efforts of UNOPS to strengthen the efficiency and the quality of the services it offers, the Executive Director highlighted the certification UNOPS had recently received. He further stated that the results of the implementation of the comprehensive recognition, rewards and sanctions policy would be included in the 2011 annual report to the Executive Board.

66. Many delegations thanked the Executive Director for his presentation of the annual report and highlighted the positive achievement made by UNOPS over the past years. In this regard, they commended the UNOPS management for its leadership to ensure the financial stability of the organization.

67. One delegation, recalling earlier discussions of the UNOPS audit, investigations and ethics reports, encouraged the management to continue to support these relatively new audit and ethics functions so that they could effectively carry out their mandates. That delegation further encouraged UNOPS to help developing countries to build not only their technical capacities, but also institutional capacities to foster sustainability. Another delegation observed that UNOPS continued to respond to the increasing demand for national capacity-building, including

management advisory services, within the context of its mandate and core competencies.

68. In noting with satisfaction that UNOPS did more with less in 2010, one delegation hoped that UNOPS efforts would be seen as a model for other United Nations organizations to follow, and looked forward to seeing UNOPS push forward the United Nations coherence agenda as an important member of United Nations country teams. Another delegation encouraged UNOPS to continue to provide high-quality and speedy service while also looking into the possibility of increasing purchases from developing countries.

69. A delegation stated that it looked forward to the discussion on the UNOPS biennial support budget during the upcoming second regular session of the Executive Board. While recognizing the success achieved in 2010, another delegation encouraged UNOPS to explore more opportunities for cost-effective performance and report the results to the Executive Board.

70. The Executive Director thanked the delegations for their words of encouragement and guidance and assured delegations that UNOPS planned to carefully review the comments made, including comments related to the expectations placed on UNOPS to share its good management practice with other organizations of the United Nations system. Further, he said that UNOPS would continue to engage in building national capacities and core competencies within its mandate.

71. The Executive Board adopted decision 2011/21 on the annual report of the Executive Director, UNOPS.

Joint segment

X. Internal audit and oversight

72. The Director, Office of Audit and Investigations (OAI), UNDP, the Director, Division for Oversight Services (DOS), UNFPA, and the Director, Internal Audit and Investigations Group (IAIG), UNOPS, introduced the respective annual reports (DP/2011/29; DP/FPA/2011/5; and DP/OPS/2011/2) on internal audit and oversight activities.

73. The introductions of the annual reports were followed by separate management responses presented by the UNDP Assistant Administrator and Director, Bureau of Management, the UNFPA Executive Director, and the UNOPS Deputy Executive Director.

74. Delegations thanked UNDP OAI, UNFPA DOS, and UNOPS IAIG for the informative and thought-provoking annual reports. They were appreciative of the management responses and reports by the audit advisory committees. Delegations commented on issues that were common to UNDP, UNFPA and UNOPS, as well as those specific to each of the three organizations. They were encouraged that the senior management of the three organizations were taking audit findings and recommendations seriously and were investing organizational efforts to address the shortcomings in a timely and rigorous manner. Some commended UNDP and UNFPA for having accelerated their efforts to effectively address audit

recommendations that were older than 18 months. However, several other delegations expressed concern over the staffing situation of units responsible for the oversight function, and requested improved reporting on cases of fraud and presumptive fraud on a regular basis, either in the annual reports on internal audit and oversight activities or in the management responses.

UNDP

75. A number of delegations noted that the percentage of country offices rated as "satisfactory" decreased from 39 per cent to 25 per cent, while the percentage of country offices rated as "unsatisfactory" remained at the same level as 2009. In expressing concern regarding this trend, they requested to hear from UNDP management on the assumed causes, including systemic weaknesses, of the unsatisfactory rating.

76. On a similar note, some delegations noted that 22 per cent of audit recommendations were related to the procurement function at country offices and looked forward to a dialogue in the future on how UNDP would tackle the recommendations. They were also interested in hearing more about UNDP preparedness for the introduction of the International Public Sector Accounting Standards (IPSAS) in 2012, including the IPSAS readiness dashboard.

77. Some other delegations encouraged OAI to continue consultations with other United Nations organizations with a view to exploring the possibility of a joint approach to auditing joint programmes. With reference to the annual report of the UNDP Audit Advisory Committee (AAC) for the calendar year 2010, one delegation, speaking also on behalf of several other delegations, commented on the lack of follow-up on various aspects of the harmonized approach to cash transfers (HACT) modality and requested further elaboration in this regard.

78. Another delegation welcomed the revisions made to the OAI Charter, and requested the Administrator to provide the Executive Board with an annotated appendix to indicate the changes made along with the reasons for those changes.

79. The Director, OAI, responded to the comments related to: the audit recommendation with regard to the procurement function at country offices; the shift in audit ratings; the Delivering as One audit approach; and investigation in general. He explained that while a sharp decrease in "satisfactory" ratings would be of concern, it should be understood that audit ratings fluctuate and should not be seen as a trend but the result of more thorough auditing. Further, he explained that UNDP currently provided a consolidated audit summary but would need to move to a joint auditing approach and that all investigations, regardless of the seriousness of the allegations, require due process.

80. The Assistant Administrator and Director, Bureau of Management, explained the approaches taken by UNDP to address the systematic weaknesses in the functional and policy areas and said that measures related to risk mitigation and accountability policy were being taken. The Deputy Assistant Administrator and Deputy Director, Bureau of Management, further clarified the reason for the shift in the audit ratings and explained that only one country office received the same unsatisfactory rating.

81. The chair of the UNDP AAC expressed appreciation for the timely and comprehensive reaction by UNDP in responding to the management response. With

reference to the comment related to the HACT, she clarified that the annual report did not intend to imply that the HACT modality inherently had lower assurance levels than the non-governmental organizations and national implementation (NIM) audits. Rather, there was the danger of lower assurance levels if all HACT processes and procedures were not observed. One of the HACT audits had shown some deficiencies in observing all the safeguards, thus the observation regarding risk if these were not followed.

UNFPA

82. Several delegations commended the new format of the report and the concrete recommendations that it contained. They requested that future management responses should contain more detail about the measures being taken to address audit recommendations, including expected time frames for implementation. They were pleased with the level of transparency of UNFPA in handling investigation cases.

83. A number of delegations welcomed the positive news on the filling of vacant posts in DOS and stressed that all staff should have the necessary skills and competencies to carry out their work. They welcomed the Executive Director's plan to enhance learning and development to ensure that skills and competencies were better aligned so that staff could carry out their duties effectively.

84. Some delegations expressed concern that the issues responsible for a qualified audit opinion by the Board of Auditors on the 2008-2009 financial statements and the recurring audit issues had not been adequately dealt with and still faced structural and systemic challenges. They expressed support for the Executive Director's efforts in addressing these issues.

85. Some delegations expressed concern about the increased financial exposure and deterioration in national execution audits; the number of unsatisfactory ratings; continued challenges in programme monitoring and evaluation; a lack of clarity among staff on the respective roles of headquarters units, regional and country offices; and the disparate nature of some management initiatives. The delegations encouraged UNFPA to integrate further efforts, including in the business plan, to institutionalize systems for controls, including appropriate support to country offices and oversight systems, within the context of an enterprise risk-management strategy that prioritized areas of higher risk.

86. Noting the DOS report's conclusion that fundamental change was needed in country office operations to prevent the recurrence of audit issues, a number of delegations welcomed the personal intervention of the Executive Director in chairing the audit monitoring committee and his assurance that this was a priority area for UNFPA. While appreciating the various measures undertaken by management to address audit recommendations and noting that time would be required to demonstrate impact, they expressed concern about the possibility of another qualified audit. Several delegations commended UNFPA for speeding up addressing audit recommendations that were older than 18 months.

87. A number of delegations welcomed the report of the UNFPA Audit Advisory Committee (AAC) and asked the AAC representative to set out the top three priorities for UNFPA and to provide a view on management's ability to tackle issues as management had set out. Some delegations invited the Executive Director to set

priorities in addressing the internal auditor's recommendations and to present a plan of action with clear measures and timelines. They suggested that progress be presented and reviewed by the Executive Board at regular intervals.

88. The Executive Director underscored that UNFPA took audit issues seriously and was addressing them through the midterm review (MTR) of the strategic plan and/or the business plan. He was confident that the Executive Board members would be satisfied with the steps taken by UNFPA. He noted various measures under way to reduce the Fund's risk exposure, including sharpening the Fund's strategic focus; reviewing the engagement with implementing partners; and decreasing the number of programme outputs. He reiterated that UNFPA was fully committed to transparency and accountability.

89. The Director, DOS, noted that the number of staff in the Investigations Branch had increased. Regarding the issue of fraud, he stated that UNFPA had purchased software that would enable continuous monitoring. Concerning "unsatisfactory" ratings, he pointed out that it was important to take into account the fact that UNFPA relied on a risk model and specifically audited units that had the highest risks. Thus, the likelihood of "unsatisfactory" ratings was inevitable. However, there were some systemic deficiencies and as noted by the Executive Director those were being addressed through the MTR and the business plan.

90. The UNFPA AAC representative, in responding to a query, noted that the priority for UNFPA was strategically integrating risk management and programme/project management. She stated that many of the issues facing UNFPA could be addressed by incorporating the risk management plan in the business plan.

UNOPS

91. Delegations welcomed the unqualified audit opinion UNOPS received and commended IAIG for performing a dedicated investigations function. However, they also made comments on areas that required improvement and requested additional information on the financial implications of audit findings, as well as on how the IAIG has been tackling the 170 per cent increase in received complaints from 2009 to 2010.

92. In noting the sharp drop in the total number of recommendations and in the number of recommendations of high priority from 2008 to 2009 that had been strongly reversed in 2010, a number of delegations requested further information on the causes of the fluctuations. They further urged UNOPS to intensify its efforts to implement long-standing audit recommendations.

93. One delegation encouraged UNOPS management to ensure that the IAIG was equipped with the resources to carry out its mandate and to consult with the Executive Board on significant developments that affect the work of IAIG.

94. The Director, IAIG, in responding to the comment on the increase in received complaints, said that UNOPS made efforts to prevent cases from becoming harassment cases. This was done through the ombudsman and mediation processes. She said that UNOPS would keep members of the Executive Board abreast of the developments in the cases related to fraud and corruption, as UNOPS was currently relying on the body of knowledge available to the United Nations system organizations. With regard to the comments on the need for more human resources given the sharp increase in the number of cases, she said that UNOPS management

would need to consider the matter in the context of its budget and the current number of auditors.

95. The Executive Board adopted decision 2011/22: Reports of UNDP, UNFPA and UNOPS on internal audit and oversight activities in 2010.

Responding to the emerging demand for greater information disclosure of internal audit reports

96. The Administrator of UNDP introduced the item, underscoring the urgency of the need for UNDP to demonstrate its commitment to ensuring transparency and accountability. She further stated that UNDP may risk erosion of trust and of funding from its institutional donors if unable to grant them access to the internal audit reports. The Director, OAI, UNDP, presented the report on responding to the emerging demand for greater information disclosure of internal audit reports (DP-FPA-OPS/2011/1) on behalf of UNDP, UNFPA and UNOPS.

97. The Executive Director of the Global Fund to Fight AIDS, Tuberculosis and Malaria (Global Fund), in noting the critical working relations between the Global Fund and UNDP, communicated the increasing concern of the Global Fund Board regarding the current level of management access to the internal audit reports. While expressing the belief that the options presented were a significant step forward, the Executive Director further requested the Executive Board to provide room for flexibility.

98. Many delegations welcomed the opportunity to discuss options for responding to the emerging demand for greater information disclosure of internal audit reports. In stressing the importance of strengthening the transparency and openness of the organizations, these delegations expressed explicit support for the disclosure of project- and programme-related internal audit reports to institutional donors, irrespective of the size of their contributions, the same level of access enjoyed by Member States, provided that confidentiality requirements would be maintained. With regard to simplification of procedures, the delegations suggested exploring the possibility of a secure technological solution for unclassified documents, and requested the three organizations to present a joint proposal for the remote viewing of internal audit reports at the 2011 second regular session of the Executive Board. They also expressed their view on the administration of a new disclosure policy, stating that the responsibility should remain within the oversight units of the respective organizations.

99. One delegation assessed the disclosure of internal audit reports to be an essential first step towards establishing a broader culture of transparency and accountability within the organizations. Another delegation, in emphasizing the importance of the non-politicized use of funds, cautioned against the premature discussion of the item without sufficient information provided on the implications of the options presented. That delegation stressed that, in any case, it would be unacceptable to grant non-State entities the same level of access to internal audit reports as was granted to Member States.

100. The UNDP Administrator, the UNFPA Executive Director and the UNOPS Executive Director expressed their full support for transparency and greater information disclosure of internal audit reports. The UNDP Administrator reiterated the gravity of the issue and explained the potential consequences of not responding

to the emerging demand for greater information disclosure of the internal audit reports.

101. The Executive Board adopted decision 2011/23: Responding to the emerging demand for greater information disclosure of internal audit reports.

102. Following the adoption of decision 2011/23, one delegation took the floor and explained why its Government had joined the consensus that allowed non-State donors, specifically intergovernmental organizations and the Global Fund to Fight AIDS, Tuberculosis and Malaria, to access the internal audit reports of projects and programmes to which they were contributing financially.

XI. Reports of UNDP, UNFPA and UNOPS ethics offices

103. The Director, UNDP Ethics Office, the Ethics Adviser, UNFPA Ethics Office, and the General Counsel, UNOPS, introduced the reports of the ethics offices of their respective organizations (DP/2011/30; DP/FPA/2011/6; and DP/OPS/2011/3).

104. Two delegations took the floor. In welcoming the reports of the Ethics Offices of UNDP, UNFPA and UNOPS, one delegation underscored its strong support for the Ethics Offices and welcomed their collective effort to contribute to a culture of integrity and accountability within the United Nations system. The delegation underscored its strong support for the financial disclosure programme as a vital tool for avoiding conflicts of interest among staff. The delegation was pleased to see compliance rates of 99 per cent at UNDP, 100 per cent at UNFPA, and 95 per cent at UNOPS.

105. In calling for meaningful future reporting, the delegation asked for the inclusion of information on the number of cases that required divestiture of financial holdings or other remedial action. The delegation urged the three organizations to make publicly available the disclosure statements of senior officials in order to enhance transparency. Furthermore, the delegation recommended that UNDP, UNFPA and UNOPS standardize their reporting regarding whistle-blower protection and seek guidance from the chair of the United Nations Ethics Committee (UNEC) on the treatment of complaints of retaliation.

106. Another delegation highlighted the importance of establishing strong ethics functions within the three organizations to keep the organizations healthy, so they could better serve the needs of developing countries. That delegation encouraged the management of the three organizations to further ensure the institutionalization of the ethics function.

107. The Director, UNDP Ethics Office, acknowledged the need to include the actual number of remedial actions taken related to financial disclosure and said that in future reports relevant statistics would be included. The General Counsel of UNOPS, while expressing his support for public financial disclosure, said that the issue of voluntary disclosure would need to be taken to the United Nations Ethics Office.

108. The UNFPA Ethics Adviser thanked the delegations for their comments and support. She concurred with the response of UNDP and also noted that UNFPA would continue to harmonize with the other organizations within the UNEC framework.

109. The Executive Board adopted decision 2011/24: Reports of the ethics offices of UNDP, UNFPA and UNOPS.

XII. Field visits

110. The team leaders of the joint field visit to the Republic of the Philippines, and the field visits to Panama and Uruguay introduced the item. The rapporteurs of the field visits presented their respective reports (DP-FPA/2011/CRP.1 and Corrigendum; DP/2011/CRP.2-DP/FPA/2011/CRP.1; DP/2011/CRP.3-DP/FPA/2011/CRP.2), highlighting the key findings and recommendations.

111. One delegation, while recognizing the success of the field visits, requested the Executive Board secretariat to provide information about the total costs of organizing the field visits, in particular travel-related costs.

112. The Executive Board took note of the three reports on the field visits to the Philippines, Panama and Uruguay.

UNFPA segment

XIII. Statement by the Executive Director and annual report of the Executive Director

113. The Executive Director, in his statement to the Executive Board (available at www.unfpa.org/public/home/news/pid/7763), reported on the progress achieved in implementing the strategic plan during the past three years and highlighted plans to make UNFPA a more focused and effective organization. He noted that various processes were under way to strengthen the organization, including the midterm review (MTR) of the strategic plan and the development of an internal business plan.

114. Delegations thanked the Executive Director for his thoughtful statement. They appreciated his leadership in reassessing the organization's strategic priorities and the transparent and inclusive MTR process. Numerous delegations underscored that the Programme of Action of the International Conference on Population and Development (ICPD) should be the core of the work of UNFPA, including in the areas of population and development, reproductive health and rights, and gender equality. Delegations stressed the need to protect the ICPD consensus. They emphasized the importance of the human rights-based approach in UNFPA work. Observing the merit in sharpening the focus of the Fund's strategic direction, delegations stated that all possible entry points should be preserved in order to strengthen collaboration with stakeholders and development partners. Noting that progress on Millennium Development Goal (MDG) 5 was lagging behind, delegations underscored the key role of UNFPA in assisting countries in making progress on MDG 5. The importance of data for development, strengthening national data systems and capacity-building were emphasized. UNFPA was urged to maintain its culturally sensitive approach to programming. Delegations cited the key role of UNFPA in supporting South-South cooperation.

115. Delegations welcomed the Executive Director's focus on adolescents and youth and underscored the need to invest in young people, including the provision

of information, education and youth-friendly services. One delegation proposed holding a discussion at a future session on the work of United Nations entities on youth to promote joint action. The Fund's work in emergency/humanitarian settings was welcomed and some delegations encouraged UNFPA to strengthen its coordination mechanisms and capacities and those of its partners to prevent and respond to gender-based violence. UNFPA support to countries in their 2010 census was appreciated. One delegation requested a review/discussion annually on the Fund's humanitarian activities.

116. Several delegations referred to the Fourth United Nations Conference on the Least Developed Countries and stressed the need to accelerate progress in the least developed countries (LDCs) in order to meet the MDGs by 2015. One delegation, on behalf of the LDC group, expressed appreciation for the Executive Director's support. Underscoring the formidable challenges LDCs faced in meeting the MDG target on universal access to reproductive health, including family planning, the delegation expressed confidence that UNFPA would give priority attention to the LDCs.

117. The role of skilled birth attendants, in particular midwives, was acknowledged as crucial in addressing maternal and newborn mortality and morbidity. One delegation announced a new initiative to scale up national midwifery plans and increase the percentage of births attended by skilled birth attendants. The delegation stated that it would collaborate closely with UNFPA. Another delegation announced a new national scheme that would provide free services to pregnant women in rural and urban areas.

118. Delegations welcomed the Executive Director's emphasis on accountability as a top priority for UNFPA. They urged UNFPA to focus enhanced attention to national execution, financial management, audit compliance, evaluation, and evidence-based programming and decision-making. Regarding reporting on results, some delegations underscored the need to delineate lessons learned and challenges encountered and overcome. Delegations appreciated the contributions of UNFPA to United Nations reform, including Delivering as One. Several delegations noted the need for UNFPA collaboration with UN-Women to ensure a coordinated and complementary approach on gender equality.

119. Numerous delegations emphasized the Fund's need for increased and predictable financial resources to assist countries in implementing the ICPD agenda and achieving the MDGs. UNFPA was encouraged to strive for greater efficiencies and effectiveness to leverage resources. The delegation of the United Kingdom of Great Britain and Northern Ireland announced that it would maintain its core funding at the current level of 20 million pounds per year for the next two years. The delegation underscored that future funding would depend on three critical areas: improved delivery and impact of programmes at the country level; enhanced results-based management (RBM); and improved financial management, including audit compliance. Other delegations, including Estonia, Finland, Ireland, Netherlands and New Zealand also referred to their core contributions to UNFPA. The delegation of Japan expressed its deep gratitude for the sympathy demonstrated by UNFPA and its staff in the wake of the recent earthquake in Japan. The delegation noted that despite the current situation its Government would honour its financial commitment to UNFPA.

120. Several delegations expressed concern that a significant number of UNFPA senior professional staff would retire during the period 2011-2015. Emphasizing that new staff should have the requisite training/expertise, they called on the Executive Director to maintain geographical balance and gender equity. One delegation requested information on the units that would be affected by the upcoming retirements.

121. The Executive Director thanked delegations for their support and underscored that UNFPA was committed to improving programme delivery, RBM, efficiency, transparency and accountability, including a focus on financial management and audit compliance. He concurred with the need for flexibility and the recognition that no one size fits all. He welcomed the support for the MTR and agreed that demonstrating results was critical. He noted that UNFPA had already taken significant steps to sharpen and simplify the results framework. He assured countries that focusing on women, girls and youth did not mean that UNFPA would not work with countries to address their needs in the areas of population and development, gender equality and reproductive health. He welcomed the suggestion to hold a discussion on youth at a future Executive Board session. He underscored that UNFPA was committed to addressing the needs of LDCs and to following up on the Istanbul Programme of Action. He stated that UNFPA was also committed to addressing the needs of middle-income countries.

122. The Executive Director appreciated the generous contributions from Member States and urged countries to make multi-year commitments. He noted that the draft biennial budget would be available later in the year and assured the Executive Board that UNFPA was efficiently managing both total costs and total income. He noted that the internal business plan would focus on staff training, induction and succession planning.

123. The Executive Board adopted decision 2011/25 on the report of the Executive Director for 2010.

XIV. Funding commitments to UNFPA

124. The Chief, Resource Mobilization Branch (RMB), introduced the Report on contributions by Member States and others to UNFPA and revenue projections for 2011 and future years (DP/FPA/2011/4), and provided an update on the funding situation. He noted that, as of 1 June 2011, the UNFPA revenue forecast estimate for contributions to regular resources was approximately $455.6 million for 2011, i.e., substantially higher than the $444.2 million that had been projected when the report was finalized in March 2011. The revenue forecast estimate for other resources (co-financing) was $270 million for 2011. Emphasizing that regular resources were the bedrock of UNFPA operations, he stressed that adequate, consistent and predictable financial resources were needed now more than ever.

125. In a joint statement, numerous delegations noted that they agreed with the main conclusion of the report that a stable base of regular resources was critical to enable UNFPA to support countries in implementing the ICPD Programme of Action. They underscored that they gave priority to regular resources in their contributions to the Fund because core funding was the bedrock of all UNFPA work. They added that other resources represented an important supplement to the Fund's regular resource base. They welcomed a stronger participation from new and

emerging economies and stressed the need to expand the list of significant donors to UNFPA.

126. The delegations encouraged UNFPA to further improve its financial and operational management, and emphasized that such improvement combined with effective and evidence-based programming would be important for attracting both regular and other resources. Noting that organizations would need to "do more with less" in the current global environment, they welcomed the Executive Director's efforts to make UNFPA deliver more efficiently and demonstrate results. The delegations underscored that this would be decisive for the Fund's ability to mobilize resources.

127. The Executive Director thanked the delegations for their observations regarding UNFPA efforts to improve its financial base. He underscored that accountability and transparency would be UNFPA watchwords and UNFPA would strive to "get more from less".

128. The Executive Board adopted decision 2011/26: Report on contributions by Member States and others, and revenue projections for 2011 and future years.

XV. Country programmes and related matters

129. At the outset, the Executive Board approved the agency component of the common country programme document for the United Republic of Tanzania, which the Board had reviewed earlier at the first regular session 2011.

130. The UNFPA Deputy Executive Director (Programme) provided an overview of the 18 draft country programme documents (CPDs) submitted to the Executive Board for review: for Africa — Ethiopia, Gabon, Ghana, Mauritania, Sao Tome and Principe, Senegal and Zimbabwe; for Arab States — Morocco; for Asia and the Pacific — Bangladesh, Lao People's Democratic Republic, Mongolia and the Philippines; for Eastern Europe and Central Asia — Albania, Kyrgyzstan and Ukraine; and for Latin America and the Caribbean — El Salvador, multi-country programme document for the English-speaking and Dutch-speaking Caribbean countries, and Honduras. She also introduced the programme extensions for Guinea, South Africa, Madagascar, Tunisia, Republic of Moldova, Haiti and Paraguay. Next, the UNFPA Regional Directors for Africa; Arab States; Asia and the Pacific; Eastern Europe and Central Asia; and Latin America and the Caribbean elaborated on the programmes from their respective regions.

131. Delegations appreciated that the draft CPDs had been developed in close consultation with the respective Governments and development partners, and were well aligned with national plans and priorities. In noting their cooperation over decades with UNFPA, numerous delegations underscored that the programmes responded to the specific country context. The importance of capacity-building in the areas of sexual and reproductive health and reproductive rights, population and development, and gender equality was stressed. Some delegations, noting an increasingly constrained financial and economic environment, encouraged UNFPA to enhance and expand its engagement with other development partners, including the United States Agency for International Development, UNICEF and WHO. In this connection, some delegations emphasized the need to identify gaps and avoid duplication.

132. Some delegations called on UNFPA to strengthen programme focus and increase synergies in order to help optimize development results. It was noted that in some of the draft CPDs the expected results and indicators were too ambitious and not realistic, given the limited resources. UNFPA was asked by delegations to give particular attention to addressing the needs of young people and poor and disadvantaged population groups, including indigenous people. The importance of utilizing gender-sensitive and rights-based approaches was emphasized. Delegations commended the important role played by UNFPA in advocating for the increased status of midwives and promoting births with skilled attendants. Delegations also made comments and raised queries on specific draft CPDs. The following delegations thanked the Executive Board and UNFPA regarding their country programmes and appreciated the Fund's support: Albania, Antigua and Barbuda (on behalf of 14 Member States of the Caribbean Community), Bangladesh, Ethiopia, Honduras, Mongolia, Morocco, Philippines, Sao Tome and Principe, South Africa, Ukraine and the United Republic of Tanzania.

133. The Directors of the UNFPA regional offices thanked the delegations for their comments and support. They assured the Executive Board that in accordance with decision 2006/36 the comments on the draft CPDs would be conveyed to the concerned countries to take into account in finalizing the CPDs.

134. The Executive Board approved the programme extensions for Madagascar, Paraguay and South Africa, and took note of the programme extensions for Guinea, Tunisia, Republic of Moldova and Haiti. In addition, the Board took note of the following 18 draft CPDs and the comments thereon: Ethiopia, Gabon, Ghana, Mauritania, Sao Tome and Principe, Senegal, Zimbabwe, Morocco, Bangladesh, Lao People's Democratic Republic, Mongolia, Philippines, Albania, Kyrgyzstan, Ukraine, El Salvador, multi-country programme document for the English-speaking and Dutch-speaking Caribbean countries, and Honduras.

XVI. Midterm review of the strategic plan

135. The Executive Director introduced the agenda item. The Deputy Executive Director (Programme) presented the progress and challenges in implementing the strategic plan, 2008-2013. The Director, Programme Division, made a presentation on the accountability for results: sharpening the measurement system.

136. Numerous delegations appreciated the inclusive, transparent and consultative approach that UNFPA had adopted for the ongoing MTR of the strategic plan, 2008-2013. They underscored the importance of ensuring that all UNFPA partners were fully committed to the changes needed to make the Fund more effective. They welcomed the development of a business plan that would clearly outline the necessary actions to deliver on UNFPA strategic and operational priorities. Delegations pointed out that strengthened results and impact at the country level would be the basis for assessing the Fund's effectiveness. They encouraged UNFPA to strengthen synergies with other development partners.

137. Several delegations applauded the Executive Director's decision to sharpen the Fund's focus on its core mandate. They underscored that it was vital for UNFPA to remain a champion of reproductive health and rights and to lead the global effort to accelerate progress in achieving the ICPD goals and the MDG targets to reduce maternal mortality and provide universal access to reproductive health, including

family planning. They observed that family planning and a focus on young people, including adolescent girls, were central to the Fund's mandate and to achieving the MDGs. They noted that UNFPA work on sexual and reproductive health (SRH) and reproductive rights came the closest to attaining operational results which made a difference in the lives of disadvantaged population groups, in particular women and youth.

138. Numerous delegations stated that humanitarian assistance should continue to be an important aspect of UNFPA work. The Fund's role was unique in combating gender-based violence and ensuring that women could give birth during natural disasters and in conflict situations. A number of delegations urged UNFPA to continue to be a humanitarian actor in its own right, in addition to the policy and protection sub-cluster coordination role.

139. Delegations welcomed UNFPA efforts to further reduce the sexual transmission of HIV and promote better integration of prevention of mother-to-child transmission (PMTCT) and SRH and family planning programmes in cooperation with UNAIDS and H4+ partners. With the establishment of UN-Women, some delegations noted that UNFPA would need to revisit its role in the area of gender equality and the empowerment of women. They stated that UNFPA should continue its work to promote gender equality and the empowerment of women, but focus on gender issues that relate to SRH and reproductive rights.

140. Some delegations noted that the fragmentation across multiple dimensions of the Fund's work diffused its impact and created significant management complexity and risk. They encouraged UNFPA to strengthen the focus of the strategic plan and reduce the number of programme areas, by reducing the number of outcomes and outputs. A stronger focus and the reduction of outcomes would allow optimal use of the available financial and human resources and increase efficiency, effectiveness and impact. They supported UNFPA efforts to improve monitoring and evaluation systems and enhance data quality and stressed that telling the story about development impact was critical to securing further political and financial support.

141. Several delegations noted that UNFPA, like other organizations, could not do everything everywhere. Given the limited financial and human resources available, UNFPA had to make tough strategic decisions on what to prioritize. In order for UNFPA to deliver and report on results, it should focus on areas where it had a comparative advantage and added value in line with its responsibility to support the implementation of the ICPD Programme of Action, especially in countries where staff and programmes were spread too thin. Some delegations proposed that in addition to taking into account the comparative advantages of UNFPA, the choices should be made on the basis of a differentiated analysis of the specific needs and contexts of countries.

142. Regarding the need to improve the Fund's performance measurement and reporting on results, several delegations stated that the number of indicators in the strategic plan must be reduced and the link between outcomes and outputs must be strengthened to better demonstrate the Fund's contribution to results. Delegations encouraged UNFPA to implement high-impact practices and strengthen its collaboration with development partners in countries where progress on ICPD goals and MDG 5 targets were not on track. Noting that the main impact of UNFPA was through the work undertaken at country level, delegations noted that in order to

work efficiently and deliver tangible results, UNFPA programmes must be adapted specifically to national and local needs and the level of engagement of other actors.

143. The Executive Director thanked delegations for their comments, noting that they had focused on prioritization around young people, particularly girls; SRH and programmes that ensured family planning availability; the importance of gender equality, as well as population dynamics; and taking all of that forward under the ICPD agenda and MDG 5. The Director, Programme Division, appreciated the guidance and support of delegations and noted that UNFPA would share additional indicators at the upcoming informal meeting. Regarding procurement, the Director, Division for Management Services, stated that UNFPA was looking at various areas, including commodities and long-term agreements where the Fund could influence prices.

XVII. Other matters

Other decisions adopted

144. The Executive Board adopted decision 2011/27 on the interim allocation for the UNFPA biennial budget 2012-2013; decision 2011/28 on the least developed countries; and decision 2011/29 on the middle-income countries.

145. Following the adoption of decision 2011/29, a delegation explained the purpose of tabling the decision on the MICs and stressed the need for a more sophisticated means of measuring development.

146. One delegation asked if a thematic discussion on youth could be organized at the second regular session 2011. Another took the floor to thank UNDP, UNFPA and UNOPS for addressing the concerns regarding the language requirements of the Executive Board documents and hoped to see continued cooperation.

Other events

147. The following thematic discussions/consultations took place:

(a) *Joint thematic discussion on the role of the organizations in addressing the development needs of middle-income countries.* The Chair, United Nations Development Group of Latin America, and the Chair, United Nations Development Group of Europe and Central Asia, gave presentations on the development needs of MICs in the respective regions. The Secretary of the Presidency of Uruguay spoke of the role of the United Nations in MICs. The representative of the Republic of Namibia shared the experiences of the African countries, including those of Namibia, on issues related to MICs.

(b) *Joint thematic discussion on environment and climate change: three agencies role at the national level.* The UNDP Assistant Administrator and Director, Bureau for Development Policy, gave a presentation on behalf of UNDP, UNFPA and UNOPS on the role of the three organizations in developing countries. The representative of Burkina Faso shared his country's experience participating in the Africa Adaptation Programme, while also noting the negative effect of climate change on the development of his country. The UNFPA Director, Technical Division, made a presentation on UNFPA work on population, environment and climate change, observing that UNFPA was the only organization with a mandate to focus on population issues. The UNOPS Director, Regional Bureau for Latin America and the Caribbean, presented the UNOPS contributions to addressing climate change at the national and regional levels. It was followed by a short video presentation on the Small Grants Programme in Barbados.

(c) *Joint thematic discussion on the issues related to the least developed countries in the context of the Fourth United Nations Conference on the LDCs.* The Executive Board Vice-President, Asian and Pacific States, chaired the joint thematic discussion on the issues related to LDCs in the context of the Fourth United Nations Conference on the LDCs. Presentations were made by the Acting Director and Chief, United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States; the Deputy Permanent Representative of Nepal to the United Nations (on behalf of the Chair, LDC group); the Assistant Administrator and Director, Regional Bureau for Africa, UNDP; the Director, Technical Division, UNFPA; and the Regional Director, North America Office, UNOPS.

(d) Informal consultations on the UNDP institutional budget estimates for the biennium 2012-2013, the UNFPA MTR of the strategic plan and the UNOPS biennial support budget, 2012-2013, were held.

Part three
Second regular session 2011

Held at United Nations Headquarters in New York from 6 to 9 September 2011

I. Organizational matters

1. The second regular session 2011 of the Executive Board of UNDP, UNFPA and UNOPS was held at the United Nations Headquarters, New York, from 6 to 9 September 2011.

2. The Executive Board approved the agenda and workplan for its second regular session 2011 (DP/2011/L.3) and approved the report of the annual session 2011 (DP/2011/33).

3. The Executive Board agreed to the following schedule of future sessions of the Executive Board in 2012:

First regular session:	30 January to 2 February 2012 (see footnote below)*
Joint meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP:	3 and 6 February 2012 (see footnote below)*
Annual session:	18 to 29 June 2012 (Geneva)
Second regular session:	4 to 7 September 2012

4. The Executive Board adopted decision 2011/31 on welcoming the Republic of South Sudan. Decisions adopted by the Executive Board at the second regular session 2011 were included in document DP/2012/2 available at www.undp.org/execbrd.

UNDP segment

II. Statement by the Administrator and financial, budgetary and administrative matters

5. In her opening remarks to the Executive Board (available on the UNDP website at www.undp.org/execbrd/), the Administrator expressed her dismay at the attack on United Nations headquarters in Nigeria and commended staff members for their courage and perseverance in tragic circumstances. She thanked the Government of Nigeria and the international community for their support in the wake of the attack.

6. The Administrator began by touching on the urgent development challenges of the day: the worst food security crisis in 20 years unfolding in the Horn of Africa and the first famine of the 21st century afflicting Somalia. She welcomed the birth of the new nation of South Sudan, which had recently been admitted to the United Nations by the General Assembly as the 193rd Member State. She stated that the UNDP office in Juba was becoming a full-fledged country office and that UNDP, at the request of the Government, would develop and present the country's first country programme document to the Board at the first regular session 2012. In turn, speaking of UNDP assistance in the Arab States during the transition, she

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* Following the second regular session 2011 and in the light of consultations with the Executive Board, the Bureau of the Board agreed to schedule the first regular session 2012 on 1 to 3 February and the joint meeting of the Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP on 30 and 31 January 2012.

highlighted the integrated United Nations response for the post-conflict period in Libya and the need for additional donor support for the approved SURGE plan that would boost UNDP engagement and capacity in the country at that critical time.

7. The Administrator underlined UNDP engagement in a number of internal processes, such as the change agenda, and external processes, such as the Quadrennial Comprehensive Policy Review (QCPR) as elements that would shape its future over the following two years. She outlined in particular the sequence of events leading to the finalization of the next strategic plan 2014-2017. This included the development of a road map and the strengthening of UNDP results frameworks for greater transformational change. She stressed that the strategic plan process would be inclusive, transparent and participatory and would capitalize on imminent important international events and processes, such as the Intergovernmental Conference on Delivering as One in Uruguay, the Fourth High-Level Forum on Aid Effectiveness in Busan, the United Nations Framework Convention on Climate Change Conference in Durban and the Rio+20 United Nations Conference on Sustainable Development set for Brazil in 2012.

8. On the coordination front, the Administrator confirmed the firm commitment of UNDP to leading the United Nations development system toward greater coherence at the global, regional and country levels, to maximize its ability to deliver, measure and communicate results through three entry points in: countries developing new United Nations Development Assistance Frameworks (UNDAFs), the eight Delivering as One pilot countries and the 21 voluntary self-starters, and conflict-afflicted countries.

9. The internal agenda for organizational change, fully aligned with the new UNDP strategic plan 2014-2017, would likewise reinforce organizational effectiveness by revamping UNDP internal decision-making structures, making critical corporate investments and streamlining recruitment processes. The overarching aim was to ensure that UNDP was able to respond to country demands for new products and services and thereby contribute more effectively to development results.

10. The Administrator stated UNDP's unwavering commitment to transparency and accountability for all contributions received. The Board decision to authorize the disclosure of internal audit reports to donor intergovernmental organizations and the Global Fund was an important step forward. As a first step, UNDP would disclose internal audit reports to donor intergovernmental organizations and to the Global Fund via a secure remote access tool online. She underscored her objective as Administrator to see UNDP fully disclosing its internal audits on its website by the end of 2012 while respecting the need for confidentiality safeguards.

11. The Administrator stressed that to continue to fulfil its mandate UNDP required sufficient core resources, which had been steadily decreasing, and encouraged Member States to help UNDP reach its regular resource targets by committing as soon as possible to core resources for 2011 and onwards through multi-year pledges where possible. In 2010, for example, core contributions fell 5 per cent below the 2009 level. While this trend was partially a result of exchange rate movements, the overall reduction forced UNDP to reduce planned core expenditure to avoid drawing on the operational reserve. UNDP was working on an integrated approach to resource mobilization and scouting out new partnerships for funding.

12. For its part, UNDP was fully committed to exercising fiscal discipline, as reflected in the institutional budget estimates for 2012-2013, which proposed an unprecedented $120.1 million in volume reductions. The proposed budget drew on Board guidance on the mid-term review of the strategic plan and respected the Board decision to approve harmonized approaches for cost classification and results-based budgeting as part of the UNDP, UNFPA and UNICEF move toward an integrated budget. She noted also that UNDP was on target to meet the 1 January 2012 deadline to adopt International Public Sector Accounting Standards (IPSAS). As part of IPSAS adoption, UNDP was presenting changes to its financial rules and regulations for Board approval at the current session.

13. Delegations expressed their condolences for United Nations colleagues and families affected by the attacks on United Nations headquarters in Nigeria and commended staff members for their courage under trying circumstances.

14. Delegations welcomed the new Republic of South Sudan as the newest United Nations Member State and authorized UNDP, UNFPA and UNOPS to proceed with programme development, agreeing to review and approve the draft country programme at the first regular session 2012.

15. Delegations thanked the Administrator for her comprehensive and informative statement and commended her commitment to leading UNDP through its change management. They also expressed appreciation for the Administrator's leadership as chair of the United Nations Development Group and stressed the need for greater harmonization and coherence across the United Nations system while reiterating the importance of national ownership and prioritizing the needs of least developed countries and vulnerable groups. While pleased with its leadership on South-South cooperation, they urged UNDP to step up its engagement with middle-income countries and stressed the importance of reflecting the varying needs of middle income countries when allocating resources and reviewing programming arrangements.

16. Delegations showed their strong support for the UNDP agenda for change, pointing to the importance of management reform, transparency and accountability. The Board decision to authorize the disclosure of internal audit reports to donor intergovernmental organizations and the Global Fund was an important step forward. However, while they accepted the proposal for remote access to internal audit reports on a no objection basis, Board members called for UNDP to move toward full public disclosure of internal audit reports as soon as possible and offered to facilitate this move through additional assistance. They further requested UNDP, UNFPA and UNOPS to present at the next Board meeting a plan with clear targets, taking into account appropriate due process, privacy and safeguards.

17. Concerned that a high number of posts in the Office for Audit and Investigation remained vacant, a number of delegations stressed the need to provide adequate resources and personnel to critical oversight functions in audit, evaluation and ethics and requested more information on how management intended to fill the vacant positions.

18. On the financial and budgetary front, while commending UNDP's efforts to make reductions and institute efficiency measures, donors continued to stress budgetary discipline and questioned the costs related to implementing the agenda

for change. They suggested it was more prudent that those costs be covered through current staffing and funds, especially in light of the current economic crisis.

19. Overall delegations continued to express their concern that the trend of diminishing core resources could become an obstacle to UNDP's ability to fulfil its mandate and recommended intensifying and broadening resource mobilization efforts. Stressing UNDP's central role in leading the United Nations system and managing the Resident Coordinator system, some regretted the reduced allocation of funds to United Nations coordination at the country level and suggested the budget allocation for coordination be maintained at the current level. Others stressed the importance of increasing core contributions in order to maintain ongoing assistance to least developed countries and the most vulnerable groups.

20. Delegations supported the recommendation of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) to keep investments in additional resources under review, as per General Assembly resolution 63/250, in order to determine if there was continued need and requested further clarification in the next institutional budget. Noting that the original cost recovery might no longer be adequate to fund management activities, delegations were pleased it would be revisited in an interagency context as part of discussions on the joint road map for an integrated budget and that Board members would be consulted at an early stage.

21. Delegations endorsed the proposed amendments to the UNDP financial rules and regulations — reflecting IPSAS adoption, new cost classifications under the integrated budget and a new organizational structure and working methods — but requested regular updates on progress of IPSAS implementation beginning with the first regular session 2012. In particular, they requested an overview of IPSAS standards not implemented or considered non-applicable and, if relevant, an implementation plan for the IPSAS standards still not implemented.

22. The Administrator thanked delegations for their comments and offers for additional assistance where applicable. On transparency, she reiterated the hope that Board members would reach a decision on a complete disclosure policy by the end of 2012. She appreciated the concern raised on recruitment of audit staff and clarified that posts had already been filled and recruitment for the rest was in the final stages. The Administrator reconfirmed that UNDP did require dedicated resources of $7 million to implement the organizational change. Recognizing continued concern over core resource levels, she stated that while the non-core/core balance could be better, of more concern was the absolute amount of core, which helped UNDP focus and prioritize. Non-core, she pointed out, often grew in response to countries in special development situations. She noted that UNDP staff were well equipped to adopt IPSAS since they were already undergoing training. In response to a query on revisions to financial regulations, she noted that UNDP did have risk management measures to withhold entitlements for petty cash, adding that UNDP was ready to engage in discussions on the issue if requested. She also stressed that the MDG Fund was an enormous contributor to United Nations country team (UNCT) coordination in a large number of countries, beyond the Delivering as One pilot countries.

23. The Associate Administrator, UNDP, in response to concern about depleting resources for United Nations coordination, explained that the depletion was a result of cost classification and not decreasing resources per se. On cost recovery, in advance of upcoming discussions, she emphasized that much had already been

achieved within the scope of the current framework. On overspending concerns, she noted that the overspending did not occur on regular resources, which actually fell in 2010, and that measures were taken to maintain liquidity. The overspending apparent in the overall figures resulted from UNDP using regular resources for multi-year funding that it already had at its disposal as programme spending continued.

24. The Executive Board adopted decision 2011/32 on UNDP institutional budget estimates for 2012-2013; decision 2011/33 on revision of the UNDP financial rules and regulations; and decision 2011/34 on the annual review of the financial situation, 2010.

III. Country programmes and related matters

25. The Associate Administrator invited delegations to comment on fifteen draft country programme documents (CPDs) and three draft common country programme documents (CCPDs). The directors of the regional bureaux in turn introduced their respective proposed draft country programmes and draft common country programmes.

26. Delegations expressed their satisfaction with the participatory processes evident in the development of the draft documents and their overall alignment with national priorities and national ownership principles. Delegations reiterated the need to ensure the right technical expertise at the country level, as well as for consistent and rigorous results-based reporting and monitoring and evaluation. One delegation, noting the lessons learned and key recommendations for planning and implementing country programmes, suggested that countries need to focus on fewer but more substantive, synergistic programmes that have greater potential for poverty reduction based on realistic budget assumptions.

27. Multiple delegations, strong supporters of Delivering as One, commended countries that chose to embrace the common country programme document option, which they viewed as a tool for greater coherence, tighter alignment with national priorities and strengthening the UNCT ability to respond effectively at the country level. They stressed that, when based on a one plan under one budget, CCPDs could help reinforce the transparency and accountability of the United Nations to all stakeholders.

28. Delegations noted the overall quality of the common country programme documents but requested more analysis in the future on United Nations comparative advantages. Delegations were pleased with the use of a common format among the CCPDs submitted, including for the results frameworks, and welcomed the clear link to the one plans. However, they pointed to a recurring weakness in results frameworks and results-based management overall and strongly encouraged that risk analyses and management be conducted. They also saw the need for better results reporting and encouraged joint monitoring, evaluation and reporting of CCPDs.

29. Delegations reiterated their request for Board members to be involved in the lessons learned process underway in relation to the development of the various common country programme documents that had come to the Board for discussion and/or approval and welcomed UNDP's suggestion to hold an informal consultation on the process in the following months. One delegation suggested that submitting

draft CCPDs at joint sessions of the Boards could ensure a more efficient review and approval process. Another delegation noted that while a central mechanism for approval of Delivering as One, as suggested by the High-level Panel on Coherence, remained an issue, the CCPD was a positive step forward. Another delegation questioned if countries were opting out of the CCPD option owing to onerous procedures and, if so, suggested that the Board could explore ways to facilitate the CCPD process in the future.

30. The Executive Board took note of the comments made on the following fifteen draft country programme documents: (Africa region) Central African Republic, Gambia, Malawi and Mozambique; (Arab region) Algeria and Yemen; (Latin America and the Caribbean region) Brazil, Dominican Republic, Guyana, Panama, Peru and Suriname; (Asia and the Pacific region) Islamic Republic of Iran, Lao People's Democratic Republic and Thailand.

31. The Board took note of the comments made on the three draft common country programme documents for Cape Verde, Papua New Guinea and Viet Nam.

32. The Executive Board took note of the two-year extension of the Fourth Cooperation Framework for South-South Cooperation pursuant to decision 2009/9 and the extensions for the country programmes for Eritrea and the Syrian Arab Republic for a period of one year each, from 1 January 2012 to 31 December 2012.

33. As per decisions 2001/11 and 2006/36, the revised documents would be posted on the Executive Board website six weeks after the discussion at the second regular session and approved at the first regular session in 2012, on a 'no-objection' basis without presentation and discussion, unless at least five or more members had informed the Secretariat in writing.

34. The Executive Board adopted decision 2011/40 on the UNDP and UNFPA draft country programme documents for the Republic of South Sudan, approving the request to present its first draft country programme to the Board for discussion and approval, on an exceptional basis, at its first regular session 2012.

35. The Executive Board approved the following 22 country programmes on a no-objection basis, without presentation or discussion, in accordance with decision 2001/11: (Africa region) Chad, Ethiopia, Gabon, Ghana, Mauritania, Sao Tome and Principe, Senegal, Seychelles and Zimbabwe; (Arab region) Bahrain, Morocco and Saudi Arabia; (Asia and the Pacific region) Bangladesh, Mongolia and the Philippines; (Eastern Europe and Commonwealth of Independent States) Kyrgyzstan, Montenegro and Ukraine; and (Latin America and the Caribbean region) El Salvador, Honduras, Jamaica, and Trinidad and Tobago.

36. The Board approved the one-year extensions of the country programmes for Egypt, Guinea, Haiti, Mauritius, Moldova, Tunisia and the United Arab Emirates.

Assistance to Myanmar

37. The Assistant Administrator and Regional Director for Asia and the Pacific introduced the note on assistance to Myanmar (DP/2011/38). Delegations thanked the Assistant Administrator for his presentation and highlighted the importance of UNDP's presence in the country.

38. Delegations, referring to the 2010 and 2011 independent assessment missions, expressed their concern about the impact and sustainability of the Human

Development Initiative (HDI) in Myanmar. Recalling Board decision 2010/30 requesting that UNDP initiate the design of programming activities in Myanmar beginning in 2012, they regretted that further progress had not been possible over the preceding year. The Assistant Administrator responded by referring to ongoing discussions with all partners on the new programme, but emphasizing that more time was needed to obtain consensus that the programme activities for 2013 onwards are in line with Executive Board guidance. Underscoring that the full potential of the Human Development Initiative was not being realized, delegations encouraged UNDP to undertake new activities to enhance the sustainability and effectiveness of the programme while remaining within the scope of the Board mandate.

39. Delegations endorsed the proposed one-year extension of the HDI phase 4 to 2012 and authorized the Administrator to allocate additional resources for the revised period (2008-2012) as requested, noting however that it would be the final bridging extension. They requested that a proposal for new programme activities be presented at the second regular session 2012 and that UNDP consult closely with Board members throughout the drafting process.

40. The Executive Board adopted decision 2011/35 on assistance to Myanmar.

IV. Annual report of the Administrator

41. The Associate Administrator, UNDP, introduced the conference room paper, which also included the road map leading to the UNDP strategic plan 2014-2017 (DP/2011/CRP.5).

42. Multiple delegations appreciated the key milestones and timeframes detailed in the road map in moving toward the new strategic plan for 2014-2017. They appreciated the informal consultations and resulting adjustment to the road map and looked forward to future updates on progress. They highlighted the need to strengthen frameworks that provide strategic focus, programme direction, results-based management and results reporting. They focused on the need to expand the selective coverage of the annual report of the Administrator on the strategic plan to include more outcomes and to strengthen results reporting and indicators to more accurately capture UNDP's contribution to development. In following the road map, delegations encouraged UNDP to foster links between internal and external processes and to keep engaging with the Board and conduct key discussions at the appropriate time so that they link with other major international events taking place in 2012.

43. In response, the Associate Administrator, thanking delegations for their comments, noted that while there was much work ahead and a consensus had been reached on next steps. She welcomed Board engagement in the process, such as during the upcoming workshop on measurements and results chains.

44. The Executive Board adopted decision 2011/36 on the road map for the implementation of decision 2011/14.

UNOPS segment

V. United Nations Office for Project Services

45. The Executive Director, UNOPS, presented for Board approval the UNOPS budget estimates for the biennium 2012-2013 (DP/OPS/2011/5), the annual statistical report on procurement activities of United Nations system organizations for 2010 (DP/OPS/2011/4) and reports of the ACABQ on the UNOPS budget estimates for the biennium 2012-2013 (DP/OPS/2011/6).

46. In his statement, the Executive Director underscored that the budget reflected a strong, focused organization striving to provide it partners with management services that meet world class standards of quality, speed, and cost effectiveness — all aspects that are central to the 2010-2013 strategic plan. The budget described the financial resources UNOPS expected would be available for the following two years and how they would be managed to achieve the goals laid out in the strategic plan. It also set targets to ensure UNOPS retained financial stability.

47. The Executive Director highlighted that financing predictions would be a challenge for the biennium given the funding constraints of UNOPS partners and the 2012 introduction of IPSAS accounting standards. As a result, UNOPS was targeting zero real growth in management resources and zero net revenue for the biennium, as well as a fully replenished operational reserve, which alone represented a significant measure of UNOPS financial sustainability and the viability of its business model. UNOPS would continue to push for increased efficiency, passing savings to partners by further reducing its fees, and enhance transparency and accountability by adopting internationally recognized best practices. He also noted that in 2011 UNOPS would not reach the 2010 record delivery levels and new business as a result of the impact of the financial crisis on partners' budgets.

48. He was pleased to announce that UNOPS was awarded the prestigious ISO 9001 Quality Management Certification, the first United Nations body to do so, and reported that UNOPS was also seeking to sign up to the International Aid Transparency Initiative.

49. He indicated that, at the request of several Board members, the proposed budget included upgrading of the Executive Director post to Under-Secretary-General, reflecting as well the added responsibilities approved by the Board in 2008. The Executive Director outlined the reasons for the upgrade as being: since 1 January 2009 the governance structure has been comprehensively revised with direct reporting by the Executive Director to the Executive Board and to the Secretary-General. In addition, since January 2009, the Secretary-General delegated authority on human resource matters to the Executive Director of UNOPS. Furthermore, beginning in January 2009, UNOPS was authorized to sign direct agreement with host government and appoint its own country representatives. Finally, the name of the Executive Board changed to UNDP/UNFPA/UNOPS in the Executive Board at the first regular session in January 2010, was endorsed by the Economic and Social Council in July 2010 and approved by the General Assembly in its fall session 2010.

50. On the annual statistical report of the United Nations system procurement, the Executive Director underlined that the procurement of goods and services by the United Nations had reached $14.5 billion in 2010, up 5.4 per cent from the previous

year as the United Nations responded to natural disasters, medical emergencies and the global food crisis. The report provided much information on the types of goods and services procured, where they were procured and by whom. The share of procurement from developing countries rose by 2.9 per cent to 57.7 per cent.

51. Delegations thanked the Executive Director for his presentation and congratulated UNOPS on being awarded the International Organization for Standardization (ISO) 9001 Quality Management Certification. Two delegations appreciated the prudence exercised by UNOPS in calculating revenue projections in the context of funding constraints as well as the fee reduction. It was stressed that, given UNOPS' self-financing nature, it was essential that it maintain a sustainable business model. They encouraged UNOPS to continue to reduce costs and increase efficiency to ensure its financial viability. In this regard, one delegation favoured equipping UNOPS with adequate resources to ensure it could continue to address the needs of the most vulnerable countries while highlighting the need to incorporate the Istanbul Programme of Action in the planning of all United Nations funds and programmes. Delegations commended UNOPS for fully replenishing the operational reserve before the agreed deadline and were pleased with its aim to target zero real growth in management resources and zero net revenue for the biennium.

52. Delegations were pleased with the results-based budget and the use of a harmonized framework with other funds and programmes and encouraged UNOPS to continue in the harmonization process. Appreciating the budget breakdown, one delegation requested more information of staff and staff costs and concurred with ACABQ that more information on proposed changes to the organogram was needed. It also noted that 30 per cent of all UNOPS supported projects in 2010 were designed to improve gender equality and the empowerment of women.

53. Delegations expressed their strong support for the upgrading of the Executive Director post to the Under-Secretary-General, particularly in light of UNOPS' extensive global operations and excellent performance in the previous two years.

54. The Executive Director thanked delegations for their constructive comments and their strong show of support and reiterated the importance of the Board's support to UNOPS over the previous two years.

55. The Executive Board adopted decision 2011/37 on the annual statistical report on the procurement activities of United Nations system organizations 2010; and decision 2011/38 on the UNOPS budget estimates for the biennium 2012-2013.

Joint segment

VI. Financial, budgetary and administrative matters

56. On behalf of the organizations, the Assistant Deputy Administrator, Bureau of Management, UNDP, introduced the joint report of UNDP, UNFPA and UNICEF on the preliminary briefing note on progress regarding an integrated budget, further to decisions 2009/22 and 2009/26.

57. In a joint statement, delegations expressed appreciation for the consultative process followed in designing the integrated budget and encouraged management to

use evaluations and programme results as an important basis for allocating resources. They expressed concern that the present cost-recovery approach, developed when the core/non-core balance was different, was outdated. They also regretted the delay in the review of harmonized cost-recovery rates and encouraged UNDP, UNFPA and UNICEF to share outcomes of the review as soon as possible within the context of the road map to an integrated budget, including whether fixed indirect costs should continue to be fully covered by regular resources income derived from cash and investment portfolios and related expenditures.

58. Delegations also cautioned that overdependence on non-core contributions could lead to fragmentation of resource flows and have a negative impact on programme coherence, efficiency, transaction costs and predictability. This in turn can negatively impact organizational effectiveness and the ability to implement Executive Board approved strategic plans.

59. The Assistant Administrator, Bureau of Management, UNDP, thanked delegations for their pertinent comments and continuous and invaluable support on the integrated budget. While a review of cost recovery and the core/non-core imbalance was critical, he emphasized that that was a very complex undertaking which needed to be conducted in a holistic and comprehensive manner in line with the preparations for the new strategic plan and the change initiatives currently under way in UNDP. He recommended that an important step between September and January would be the preparation of a road map leading to the final review of the harmonized cost-recovery rates in consultation with Member States.

60. The Director, Division for Management Services, UNFPA, while endorsing the UNDP comments, added comments on behalf of UNFPA. Noting that the concerns expressed by Member States were understandable, he underscored that the organizations had come a long way on the road map, thanks to the support, guidance and advice of the Executive Board. The organizations had been able to agree on new cost definitions, new cost classifications and the new model of results-based budgeting, which had been presented by UNDP and UNICEF and which UNFPA would use to present its budget to the Board at the first regular session 2012. He concurred that the cost-recovery issue was an important one and noted that the organizations wished to ensure that the methodology currently in use was comprehensively reviewed taking into account the new cost definitions, classifications and business model so that the harmonized rate that was arrived at could be sustained in the longer term. Regarding UNFPA, he emphasized that even currently the income from cost recovery and the income from investments were reflected in the UNFPA budget and financial statements — the entire income was credited to UNFPA core resources and a complete accounting of that income was reflected. He noted that the teams of the three organizations were working together and could commit to deliver to the Board based on the agreed timetable. Concerning pooled funding, he requested the support of the Board in ensuring that the agreed cost-recovery rates would be honoured by all partners, otherwise the pooled funding mechanism would be difficult to practice.

61. The Executive Board took note of the joint UNDP, UNFPA and UNICEF preliminary briefing note on progress regarding an integrated budget.

VII. Follow-up to UNAIDS Programme Coordinating Board meeting

62. The UNFPA Deputy Executive Director (Programme), and the UNDP Director, HIV/AIDS Group, provided a joint overview of UNDP and UNFPA results in implementing the recommendations of the Programme Coordinating Board (PCB) of UNAIDS (DP/2011/40-DP/FPA/2011/12).

63. Numerous delegations, in a joint statement, welcomed the overview of results and suggested that in future reports there should be more information on the budget allocations and deliverables for which UNDP and UNFPA would be responsible through the unified budget, results and accountability framework (UBRAF). They stated that it was critical for UNDP and UNFPA to ensure that their own strategies, performance measurement frameworks — including their respective strategic plans, 2014-2017 — and policies relevant to HIV and AIDS were aligned with the UNAIDS strategy. They recommended that in the interim UNFPA should use the midterm review of the strategic plan as an opportunity to ensure that the resources framework and new guidelines for HIV/AIDS were fully aligned with the UNAIDS strategy. They recommended, in addition, that UNDP update its current corporate strategy on HIV and AIDS to align its 2014-2017 strategic plan with its commitments towards the UNAIDS strategy. In the interest of transparency and accountability for results, the delegations called on UNFPA and UNDP to develop a comprehensive and robust results framework as the basis for reporting progress and achievements in the area of HIV/AIDS. The delegations asked UNDP to include information in future annual reports on coordination at the country level and the role of Resident Coordinators as facilitators for HIV/AIDS efforts in the United Nations system. The delegations noted their appreciation of the PCB as the coordinating body of the UNAIDS family and an important forum for providing policy direction.

64. One delegation underscored its appreciation for UNDP and UNFPA efforts to link the AIDS response with broader health and development efforts with emphases on young people, including innovative ways in which UNDP promoted access to services for HIV-positive persons. The delegation stated that its country's efforts to achieve MDG 6 had been enhanced due to United Nations inter-agency collaboration and had led to a decline in the mortality rate and improved access to psychosocial services. The delegation pointed out that in its country the joint activity of United Nations agencies in the area of AIDS was among the priorities of the UNDP and UNFPA country programmes. Given that Eastern Europe and Central Asia was the only region witnessing a rise in the AIDS epidemic, the delegation called on UNDP, UNFPA and UNAIDS to continue to pay special attention to the region, including with regard to providing technical assistance.

65. The HIV/AIDS Group Leader, UNDP, thanking delegations for their comments, responded that the remarks made in the collective statement were fully consistent with UNDP plans and direction on HIV/AIDS. He welcomed the opportunity to work informally to better understand the level and type of detail the Executive Board was requesting, particularly as compared to that requested by the UNAIDS Executive Board.

66. The UNFPA Deputy Executive Director (Programme) thanked the delegations for their comments and aligned with the UNDP response. She noted that the ongoing work on the UBRAF was used as an input in the midterm review of the UNFPA

strategic plan, 2008-2013, including in revising the development results framework, and efforts had been made to align with the UNAIDS strategy. Furthermore, the Fund's own strategic guidance on HIV and AIDS was being aligned with the UNAIDS strategy. She observed that work continued within the UNAIDS Cosponsor Evaluation Working Group with the UNAIDS secretariat on aligning results frameworks. She underscored that in view of the region's trend, UNFPA was paying special attention to the Eastern Europe and Central Asia region, particularly regarding prevention and establishing indicators.

67. The Executive Board adopted decision 2011/41 on the implementation of the decisions and recommendations of the Programme Coordinating Board of UNAIDS.

VIII. Internal audit and oversight

68. The Administrator, UNDP introduced the joint UNDP, UNFPA and UNOPS proposal for remote viewing of internal audit reports on behalf of the organizations. The Director, Office of Audit and Investigations, UNDP, made a statement on behalf of UNDP, UNFPA and UNOPS.

69. Several delegations, in a joint statement, were pleased with the proposal for remote viewing of audit reports, which they viewed as an important step towards further promoting a culture of accountability and transparency. The remote viewing would greatly facilitate access to audit reports. They requested information on when UNDP, UNFPA and UNOPS would begin remote viewing and looked forward to full and expeditious implementation. However, they saw this as only a first step and called on UNDP, UNFPA and UNOPS to present a plan with clear targets at the first regular session of the Board in January 2012 for full public disclosure of internal audits with appropriate due process and safeguards for privacy.

70. One delegation, while welcoming the envisaged secure remote access to audit information, emphasized that the move toward greater transparency should not hamper the work of the agencies and their internal audit services. It was equally important to ensure that the disclosed content of internal audit reports could not be used for unnecessary politicization of questions related to the country activities o the programmes and funds.

71. In response, the Administrator, UNDP, thanking delegations for their comments, indicated that UNDP was committed to having the remote viewing of internal audit reports up and running by November 2011. With regard to full public disclosure, UNDP would develop a road map on steps for full disclosure of internal audits in close consultation with the other funds and programmes and with delegations and with due regard to issues of confidentiality. Such action, she emphasized, would enhance UNDP, and the United Nations system at large, as a leader in aid and development transparency.

72. The Deputy Director, Division for Oversight Services, UNFPA, stated that UNFPA would be able to make remote viewing available by the end of October 2011. UNFPA was committed to full disclosure but guided by the Executive Board's decisions on the subject. UNFPA would participate actively with UNDP and UNOPS colleagues in a consultative process on full disclosure.

73. The Deputy Executive Director, UNOPS, stated that for quite some time UNOPS had been a strong supporter of full and unconditional transparency of

internal audits and was ready to share all internal audit reports immediately on its website once the Board gave the green light. As a first step in that direction, UNOPS was also prepared, subject to no objection by the Board, to immediately release all internal audit reports that deal with various functional and thematic areas which should be far less sensitive as compared to internal audits of specific country offices.

74. The Executive Board took note of the joint UNDP, UNFPA and UNOPS proposal for the remote viewing of internal audit reports.

UNFPA segment

IX. Statement by the Executive Director and report of the Executive Director on the midterm review of the UNFPA strategic plan, 2008-2013

75. The Executive Director began his statement by extending condolences to those who were injured and to the families of those who had lost their lives in the attack on the United Nations in Abuja, Nigeria. He also conveyed condolences on the bombing incident in New Delhi, India.

76. In his statement the Executive Director focused on the midterm review (MTR) of the UNFPA strategic plan, 2008-2013. He outlined his plans on how to move the recommendations of the MTR forward, including 2012-2013 resources, a road map for implementing the strategic plan, and a Fund-wide communication strategy. He shared highlights from his recent missions to Afghanistan, Bangladesh, Kenya and Panama; and noted the initiatives being undertaken as part of the countdown towards the world population of seven billion. In elaborating on the MTR, he focused on the external environment and context; the strategic vision; the conceptual framework for results, including the development results framework (DRF) and the management results framework (MRF) and cross-cutting issues. The Executive Director announced that this was the last Executive Board session for the two UNFPA Deputy Executive Directors and the Director, Division for Human Resources (DHR), as they would be leaving UNFPA. He thanked them for the tremendous work that they had done. The Executive Director's full statement is available on the UNFPA website at www.unfpa.org/public/home/exbrd/pid/8035.

77. Numerous delegations appreciated the insightful and comprehensive statement of the Executive Director and commended his leadership. Several delegations expressed their condolences regarding the loss of life and injuries in the attack in Nigeria. Delegations praised the openness, transparency and inclusiveness of the MTR process and noted that the MTR provided a comprehensive and frank analysis of UNFPA achievements and the key challenges facing the organization. They commended the analytical rigour of the document and welcomed the enhanced focus on maternal health and sexual and reproductive health (SRH) and reproductive rights — clear areas of comparative advantage for UNFPA. They were pleased that UNFPA had used the MTR as an opportunity to sharpen the strategic focus of the Fund and improve the results frameworks. Regarding the area of reproductive health commodities security, the positive results obtained were commended. It was noted that the Programme of Action of the International Conference on Population and

Development (ICPD) was the core of UNFPA work and UNFPA should continue to strengthen its impact in the aforementioned areas as the 2015 Millennium Development Goals (MDGs) target approached, particularly with regard to MDG 5 A and B. Several delegations welcomed the new emphasis on youth and asked for further clarification regarding the Fund's role in addressing the needs of youth and how that fit within the UNFPA mandate.

78. Delegations commended UNFPA on the steps taken to strengthen the results frameworks of the strategic plan, for example, by including measurable outputs and by focusing the frameworks towards key areas of comparative advantage. They underscored the importance of systematic reporting on progress against those results. At the same time, it was recognized that there was still work to be done in the area of results-based management. Regarding the MRF, the inclusion of outputs on improving programme effectiveness and financial management was appreciated. Delegations welcomed the proposed reduction in management costs in the 2012-2013 biennium. UNFPA was commended for making strengthening financial management a priority area for the remainder of the current strategic plan period, including the focus on addressing audit recommendations. Some delegations noted that they would closely monitor the improvements made in the management of nationally executed programmes. Several delegations stated that they would appreciate receiving information about the internal business plan to strengthen delivery of the revised strategic plan and simplification of business processes. They looked forward to receiving regular updates on the implementation of the business plan and the road map, which would guide the development of the new strategic plan. They hoped that the process would be as consultative and transparent as the MTR process.

79. Numerous delegations supported the new approach of integrating the present three focus areas of the organization into one overarching frame. However, they noted that the phrasing was not as clear and strong as they would have liked to see it and they encouraged UNFPA to make improvements when developing the next strategic plan, 2014-2017, including making the goal more measurable by, inter alia, avoiding duplication in wording. One delegation stated that it was important to ensure that the content of the strategic plan was in line with the outcomes of the last session of the Commission on Population and Development and the recent High-level meeting on AIDS. Delegations welcomed the inclusion of humanitarian assistance as a cross-cutting issue and asked that the role of UNFPA in humanitarian settings be spelled out in greater detail. UNFPA was urged to intensify progress on mainstreaming emergency preparedness and response into all relevant work of the organization and it was underscored that humanitarian assistance should continue to be an integral part of the Fund's mandate. It was suggested that an informal meeting could be organized to update the Executive Board on UNFPA efforts to build operational capacity to ensure that reproductive health in crisis settings received the necessary attention, resources and coordination.

80. Numerous delegations appreciated the sharpening of the Fund's strategic focus in the area of gender equality and that it had been done in consultation with UN-Women. They underscored that a division of labour and collaboration with UN-Women and other organizations would promote synergies and help avoid duplication or areas being left out by all organizations. The gender marker would be an important tool for tracking progress. They strongly supported the principle of avoiding doing everything everywhere, as well as the intention of reducing the

number of implementing partners and workplans. They stated that a rights-based approach and gender equality must constitute the backbone of the work of UNFPA. They encouraged UNFPA to include systematic reporting on all cross-cutting issues in the annual reports; further improve the results frameworks to ensure that all outcomes were measuring effects; adopt a more systematic approach to risk assessment and mitigation and elaborate on the issue in future annual reports; and reflect the priorities of the revised strategic plan in the 2012-2013 institutional budget, including ensuring adequate human resources. Regarding the global economic crisis, UNFPA was asked about the impact of the crisis on the resources required for the strategic plan.

81. A number of middle-income countries (MICs) underscored their special needs and stressed that UNFPA must continue its assistance and presence in the MICs. The importance of South-South cooperation and strengthening national capacity was emphasized by a number of delegations including those from the Africa region, who stated that South-South cooperation was an important tool to implement the ICPD goals and the MDGs. One delegation stated that UNFPA should summarize its past successes in the area of population and development as it had a rich experience and comparative advantage. Several delegations stated that UNFPA should pay close attention to the needs and priorities of programme countries and avoid a one-size-fits-all approach. Referring to the Eastern Europe and Central Asia region, one delegation stated that the funds and programmes should locate their regional offices in one country as was the case in the Latin America and the Caribbean region.

82. The delegation of Nigeria thanked all delegations and UNFPA for the condolences that had been expressed.

83. Several delegations thanked the outgoing Deputy Executive Directors and the Director, DHR, for their excellent service to UNFPA.

84. The Executive Director thanked the delegations for their comments and support and their sustained engagement throughout the MTR process. He was glad that they appreciated the Fund's emphasis on country ownership and flexibility, which were particularly important to him, given his many years of work on the ground. He was pleased that a number of delegations had noted the centrality of the diversification of resource mobilization to which he was committed. Concerning the query about the level of ambition in the resource mobilization targets, he noted that the figure in the MTR was below the historical growth trend over the past decade, including during the economic and financial downturn. Referring to the queries pertaining to the Fund's work with youth, he assured the Executive Board that it would be within the UNFPA mandate and would include access to SRH information and services. He concurred with the comments regarding ensuring alignment between the budget and the priorities of the strategic plan. He stated that as noted by some delegations the principle of not doing everything everywhere would have implications for the resource allocation system. The Executive Director agreed that it was important to avoid duplication with UN-Women and UNFPA was off to a good start in that regard though some work remained. Referring to his recent trip to the Horn of Africa, he affirmed the importance of UNFPA work on humanitarian issues and stated that mainstreaming it would make the Fund more effective. He underscored that the human rights approach was fundamental to the work of UNFPA. He added that UNFPA was a leader in the area of United Nations reform and would continue working with its partners on Delivering as One. He noted that

further information on the business plan would be provided in due course. He concluded by thanking the President and the Board members and observed that UNFPA looked forward to deepening its relationship with the Board.

85. The Executive Board adopted decision 2011/39: Midterm review of the UNFPA strategic plan, 2008-2013.

X. Country programmes and related matters

86. The UNFPA Deputy Executive Director (Programme) provided an overview of the 14 draft country programme documents (CPDs) and the three draft common country programme documents (CCPDs) submitted to the Executive Board for review. The UNFPA Regional Directors for Africa; Arab States; Asia and the Pacific; and Latin America and the Caribbean elaborated on the draft programmes from their respective regions.

87. Numerous delegations appreciated that the draft CPDs had been formulated in close consultation and collaboration with the national authorities and reflected well the country priorities/needs. Cooperation with UNFPA had yielded valuable results over the years. Regarding a few draft CPDs, some donors asked UNFPA to ensure greater harmonization with partners at the country level and not work in isolation. The following delegations took the floor to thank UNFPA for its support: Bangladesh, Brazil, Central African Republic, Chad, Dominican Republic, Gambia, Lao People's Democratic Republic, Malawi, Mozambique, Myanmar, Nigeria, Panama, Peru, Thailand, Viet Nam and Yemen.

88. Some delegations emphasized the need to conduct risk analysis and risk management, including with reference to the draft CCPDs for Papua New Guinea and Viet Nam and the draft CPD for Yemen. While commending the common format of the draft CCPDs, one delegation noted that a central mechanism to approve the CCPDs, as recommended by the High-level Panel on United Nations system-wide coherence, was still lacking. Noting that the CCPDs were a step in the right direction in terms of system-wide coherence and coordination, the delegation encouraged improved risk analysis. Observing that the draft CCPDs had some of the same weaknesses as seen earlier in the Tanzanian CCPD, the delegation urged improvement in the quality of the CCPDs. Several delegations were surprised that UNDP and UNFPA had submitted separate draft CPDs for Mozambique, given the country's Delivering as One approach. They asked if there were ways in which the Executive Board could help overcome barriers to Delivering as One.

89. Numerous delegations acknowledged the engagement and commitment of the Government and the United Nations country team in Viet Nam and commended the quality of the document, including the alignment with the national planning processes and priorities. However, they asked for more analysis on the comparative advantage of the United Nations in relation to other multilateral actors; additional detail on civil society's role; and the fleshing out of the programme management section in the CCPD. The Viet Nam delegation underscored its willingness to share its experiences regarding the CCPD process. Specific comments made by delegations on a number of the draft CPDs and CCPDs will be conveyed by the UNFPA regional offices to the concerned country offices to take into account in finalizing the programmes.

90. The Directors of the UNFPA regional offices thanked the delegations for their support and guidance and assured the Executive Board that the comments on the draft CPDs and CCPDs would be conveyed to the concerned countries.

91. In accordance with decision 2006/36, the Executive Board approved the following 18 programme documents (reviewed earlier at the annual session 2011) on a no-objection basis, without discussion or presentation: Albania, Bangladesh, El Salvador, English-speaking and Dutch-speaking Caribbean countries, Ethiopia, Gabon, Ghana, Honduras, Kyrgyzstan, Lao People's Democratic Republic, Mauritania, Mongolia, Morocco, Philippines, Sao Tome and Principe, Senegal, Ukraine and Zimbabwe.

92. The Executive Board took note of the following 17 draft CPDs and CCPDs and the comments thereon: Algeria, Brazil, Cape Verde, Central African Republic, Chad, Dominican Republic, Gambia, Iran (Islamic Republic of), Malawi, Mozambique, Myanmar, Panama, Papua New Guinea, Peru, Thailand, Viet Nam and Yemen. The Executive Board also took note of three programme extensions for Egypt, Eritrea and the Syrian Arab Republic.

93. The Executive Board adopted decision 2011/40 on UNDP and UNFPA draft CPDs for the Republic of South Sudan. The Board decided that an informal consultation on lessons learned from the CCPD process would be held in October 2011, and an informal or formal item in 2012.

XI. Other matters

Informal briefings, thematic discussions and side events

94. The following informal briefings, thematic discussions and side events took place:

(a) *Informal consultation on UNDP programming arrangements*. The Deputy Assistant Administrator, Bureau of Management, provided an update on the status of programming arrangements. Delegations comments were more forward-looking than anticipated, with a call to discuss programming arrangements in the broader context of what kind of UNDP do Member States wish to see in the future and how do they want UNDP to operate. Several hoped to see greater UNDP engagement in ongoing international processes, including the Rio+20 United Nations Conference on Sustainable Development and the Fourth High-Level Forum on Aid Effectiveness, and offered their support to that end;

(b) *Joint thematic debate on youth*. The Executive Board President chaired the joint thematic debate on youth. The panellists were the UNFPA Deputy Executive Director (Programme); the UNDP Director, Bureau of Development Policy; the UNICEF Deputy Executive Director; a Youth Fellow at UNFPA; the World Health Organization Director, Department of Reproductive Health and Research; and the UNFPA Director, Technical Division. The panellists focused on such issues as making the case for investing in young people; fulfilling the rights and needs of the hardest-to-reach adolescent girls; a comprehensive response to young people's development; meaningful youth participation in policymaking and governance; and the World Health Assembly 2011 resolution on young people and the follow-up strategy for implementation;

(c) *UNFPA special event on Rio+20: population dynamics and sustainable development.* The UNFPA Executive Director chaired the special event on Rio+20: Population dynamics and sustainable development. The panellists were: the Founding Director, Wittgenstein Centre for Demography and Global Human Capital; the Director, Women and Foreign Policy Program, Council on Foreign Relations; and the Minister Plenipotentiary, Permanent Mission of Brazil to the United Nations. There was also a video message from the Executive Director, United Nations Environment Programme. Following introductory remarks by the UNFPA Executive Director, the panellists focused on the following key issues: linkages between population dynamics and sustainable development; policies to address population dynamics within a human rights framework; and preparations for Rio 2012;

(d) UNFPA held a Joint Ministerial/Executive Board working luncheon on reproductive health commodity security;

(e) *Briefing on UNDP preparation for Rio+20.* The Administrator, UNDP, provided an overview of UNDP preparations for the Rio+20 United Nations Conference on Sustainable Development set for June 2012, focusing on the role of the United Nations system in the global development agenda and the synergies between national and global coordination and implementation. Delegations commended UNDP for its role in leading United Nations system coordination on sustainable development. Focusing on national level implementation of the Rio+20 agenda, some delegations cautioned against possible fragmentation among actors and saw the need for tighter links between coordination at the national and global levels, requesting further information on how this is being addressed within the wider principle of national ownership. There was also a request for clarification on the potential roles of United Nations system organizations, in particular the United Nations Environment Programme, based on their comparative advantages and on collaboration with the international financial institutions, especially for country-level implementation;

(f) *Transition from emergency to recovery and development (special focus on South Sudan).* The Assistant Administrator, Bureau for Crisis Prevention and Recovery, UNDP, Representative of the Government of South Sudan, United Nations Resident Coordinator/UNDP Resident Representative, Sudan, led discussions on transition from emergency to recovery and development, focusing in particular on the newly founded nation of South Sudan, and the role of the United Nations, in particular UNDP, UNFPA, UNICEF and UNOPS. Delegations, welcoming South Sudan into the community of nations, recognized the immense challenges of building a new state, especially after decades of conflict, limited capacity and infrastructure and extremely low development indicators. They urged the international community, the United Nations system, United Nations Mission in South Sudan and the international financial institutions to collaborate closely to meet the legitimate expectations of the fledgling state, focusing on security, development, governance and economic growth.

Annex I

Decisions adopted by the Executive Board in 2011

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2011/1
Revised rules of procedure of the Executive Board of UNDP, UNFPA and UNOPS

The Executive Board,

Recalling General Assembly resolution 65/176 of 20 December 2010, wherein the Assembly decided that "the name of the Executive Board of the United Nations Development Programme and the United Nations Population Fund is to be changed to the Executive Board of the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services",

Further recalling that in the same decision the Assembly also decided "the functions of the Executive Board as set forth in General Assembly resolution 48/162 of 20 December 1993 apply mutatis mutandis to the United Nations Office for Project Services",

Recognizing that this resolution necessitates a revision of the Rules of Procedure of the Executive Board to reflect the change in the name and also provides an opportunity to reflect the change in 2002 of the name of the Administrative Committee on Coordination to the Chief Executives Board,

Approves the revised Rules of Procedure of the Executive Board of UNDP, UNFPA and UNOPS, as contained in DP/2011/18.

31 January 2011

2011/2
Oral report of the Administrator on the implementation of the UNDP gender equality strategy

The Executive Board,

1. *Takes note* of the oral report on the implementation of the UNDP gender equality strategy as requested in decision 2006/3;

2. *Recognizes* the importance of mainstreaming gender equality as reflected in General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system, and in the UNDP strategic plan, 2008-2013;

3. *Welcomes* the efforts and the results of UNDP in: (a) promoting gender-responsive economic policy management; (b) incorporating sex-disaggregated data in the Human Development Reports; (c) improving the measures for gender equality and the empowerment of women; (d) promoting political participation of women at all levels; (e) advocating for adequate resource allocations for gender equality in post-conflict recovery and reconstruction; and (f) ensuring that women benefit equally from climate change finance mechanisms; and encourages UNDP to further strengthen gender mainstreaming in all four of its thematic areas and reflect it in the annual report;

4. *Takes note of* the first results of the gender marker, which reveal that progress has been achieved and that challenges remain for mainstreaming gender; encourages UNDP to continue to strengthen the application of this tool and to fully integrate it in its planning, monitoring, evaluation and reporting systems; and welcomes the efforts of UNDP to share its tool and experiences with other United Nations

organizations, especially UN-Women, as a way to improve gender accountability within the United Nations system;

5. *Welcomes* the work of the Gender Steering and Implementation Committee, chaired by the Administrator, to review results in gender mainstreaming and in advancing gender equality, urges UNDP to ensure that management staff at all levels are made accountable for implementation of the gender strategy; calls especially on all bureau directors to assume greater responsibility for achieving gender equality throughout the organization, and calls for the Gender Steering and Implementation Committee to be replicated at the regional level;

6. *Recalls* the request of the Executive Board to identify further measures, including evaluating the position and mandate of the gender team in the Bureau for Development Policy, to raise the profile of the UNDP gender policy and increase the attention given to its implementation, and requests that, as part of the annual report in June, the Administrator report on concrete measures taken to implement this request;

7. *Notes* that the creation of UN-Women does not relieve UNDP and other United Nations organizations of their responsibility to continue to strengthen gender equality and the empowerment of women in their mandate areas; recognizes the significant support UNDP has provided during the transition process; and strongly urges UNDP to work closely with UN-Women to advance gender equality on the basis of complementary and synergetic relationships that address regional and country-specific challenges, working as part of the United Nations country team;

8. *Recognizes* that, since 2008, UNDP has invested great efforts in strengthening capacity for gender mainstreaming, and requests UNDP both to continue to maintain and to increase its investments to accelerate the strengthening of capacity and the delivery of programming for gender equality and the empowerment of women, in line with the gender equality strategy;

9. *Reiterates* its request to the Administrator to provide an oral report annually to the Executive Board, at its first regular session, on the implementation of the gender equality strategy, as set forth in DP/2005/7, for the remainder of the period of the UNDP strategic plan, and welcomes the background paper that accompanied the annual oral report to the first regular session 2011 of the Executive Board.

3 February 2011

2011/3
Evaluation policy

The Executive Board,

1. *Recalls* decision 2010/16 on the independent review of the UNDP evaluation policy and the management response;

2. *Recognizes* the importance of developing the national capacities of programme countries to conduct independent evaluations;

3. *Further recognizes* that the quadrennial comprehensive policy review, the UNDP strategic plan and General Assembly resolution 64/289 on system-wide coherence include key principles for UNDP evaluations;

4. *Encourages* UNDP to continue to ensure that the teams conducting independent evaluations possess the highest possible expertise, and continue to promote equitable geographical distribution in the composition of the teams;

5. *Approves* the revised evaluation policy (DP/2011/3);

6. *Urges* UNDP, in order to enhance learning and accountability, to further improve the preparation, submission and tracking of management responses to independent and decentralized evaluations, and to incorporate lessons learned from these evaluations in the design, presentation and implementation of programmes in order to achieve greater efficiency and impact;

7. *Requests* UNDP to include an overview of the status of the implementation of management responses in the annual report of the Administrator;

8. *Calls upon* UNDP to better track and guide the quality of decentralized evaluations through the regional bureaux in order to ensure that all evaluations meet the minimum quality standards defined by the evaluation office; and *requests* UNDP to include an overview of the quality assessment of decentralized evaluations in its annual report on evaluation.

3 February 2011

2011/4

Evaluation of the UNDP contribution to disaster prevention and recovery, and the management response

The Executive Board,

1. *Takes note of* the evaluation of the UNDP contribution to disaster prevention and recovery contained in document DP/2011/4 and the management response thereto (document DP/2011/5);

2. *Notes* the important role that UNDP plays in helping countries reduce risks and vulnerabilities, and respond to natural disasters;

3. *Urges* UNDP to better integrate its poverty reduction, sustainable development and disaster risk reduction programming at the country level, especially in dealing with commonly occurring disasters, including those caused by environmental degradation and climate change;

4. *Urges* UNDP to further intensify its efforts to support strengthening national capacities, including for disaster risk reduction, early recovery and sustainable development;

5. *Urges* UNDP to continue to improve its administrative procedures and partnership mechanisms to facilitate more rapid and effective response to disaster recovery assistance requests;

6. *Encourages* UNDP to strengthen its collaboration with other United Nations organizations, as well as with other relevant stakeholders in the field, including those participating in the International Strategy for Disaster Reduction, in order to further strengthen cooperation and action in disaster risk reduction;

7. *Encourages* UNDP, as part of strengthening its South-South and triangular cooperation in disaster prevention and recovery, to identify specific areas where these partnerships can be particularly useful and achieve tangible outcomes;

8. *Encourages* UNDP to ensure that gender issues are fully mainstreamed into disaster prevention and recovery programming as women continue to be affected disproportionately by disasters;

9. *Urges* UNDP to look carefully at the time frames proposed in the evaluation for implementing the recommendations, so as to ensure that these represent achievable outcomes with realistic time frames.

3 February 2011

2011/5
Evaluation of the UNDP contribution to strengthening national capacities, and the management response

The Executive Board,

1. *Takes note of* the evaluation of the UNDP contribution to strengthening national capacities (DP/2011/6) and *takes note of* the management response thereto (DP/2011/7);

2. *Takes note of* the conclusion that UNDP has done a lot of work and is well placed to continue to take a lead role to enhance capacity development at country, regional and global levels, but it has not fully utilized the lessons reflected in its own guidance;

3. *Encourages* UNDP to strengthen mechanisms for capturing from its wide network of country offices emerging innovations and lessons learned regarding capacity development; to more efficiently develop, disseminate and scale up the implementation of good practices; and to review by 2013 the impact of these interventions on UNDP skills and practice in the context of the required capacity-development competencies;

4. *Urges* UNDP to ensure that guidance is user friendly and better aligned with national realities, and emphasizes the need for UNDP to ensure that national partners are aware of the principles of effective capacity development;

5. *Urges* UNDP to ensure that capacity development is effectively mainstreamed in its operational activities, particularly at the country level and to use the medium term review of the strategic plan as an opportunity to enhance this;

6. *Urges* UNDP to set as a top priority of its development activities the strengthening of national partners' capacities, and to clearly define exit strategies with the aim of ensuring that national partners possess the full capacity to deliver autonomously without the United Nations having to play the same role again;

7. *Urges* UNDP to maximize its contribution to nationally led and sustainable long-term capacity development.

3 February 2011

2011/6
Evaluation of the UNDP contribution to environmental management for poverty reduction: the poverty-environment nexus, and the management response

The Executive Board,

1. *Takes note of* the evaluation of the UNDP contribution to environmental management for poverty reduction: the poverty-environment nexus (DP/2011/8), which provides a model for integrating growth, poverty reduction and natural resource management at the country level;

2. *Takes note of* the management response thereto (DP/2011/9);

3. *Welcomes* the commitment by UNDP to ensure that the lessons learned from the poverty-environment initiative are used to guide future strategy on the poverty-environment nexus, and looks forward to UNDP incorporating these lessons in the design, presentation and implementation of programmes;

4. *Urges* UNDP, as a part of its efforts to improve governance, to ensure an integrated and multisectoral approach to growth, poverty reduction and natural resource management at the country level;

5. *Emphasizes* the need for governments to recognize and show commitment to the possibilities for poverty reduction through the poverty-environment nexus, thereby increasing the chances of an effective implementation of the Poverty-Environment Initiative;

6. *Urges* UNDP to intensify its efforts to work with programme countries to recognize the potential for poverty reduction through the poverty environment nexus;

7. *Emphasizes* the need for UNDP to continue to build on its analytical work and successful experiences in programming to better integrate poverty reduction and environmental management in its country-level operations;

8. *Urges* UNDP to provide guidelines and to create verifiable indicators on integrating poverty reduction and environmental management goals into programming at the global, regional and country levels, and to strengthen the technical expertise of staff to implement such integration;

9. *Urges* UNDP to review its organizational incentives to minimize internal barriers to cross-practice cooperation between focus areas;

10. *Urges* UNDP to ensure that the Poverty Environment Initiative is used as a model for scaling up its operations at the country level and for collaboration between UNDP and UNEP, building on the comparative advantages of each organization;

11. *Encourages* UNDP to assess how the Poverty Environment Initiative model can be developed further to include policy implementation in order to achieve development impact;

12. *Encourages* UNDP to continue and to strengthen its cooperation with other United Nations agencies regarding the poverty-environment nexus;

13. *Stresses* that ongoing engagement with partner governments at the Board level is vital as UNDP develops its strategy to support environmental management for poverty reduction over the coming years.

3 February 2011

2011/7

Evaluation of the UNDP contribution to strengthening local governance, and the management response

The Executive Board,

1. *Takes note* of the evaluation of the UNDP contribution to strengthening local governance (DP/2011/10) and *takes note of* the management response thereto (DP/2011/11);

2. *Emphasizes* the need for UNDP to more explicitly and effectively mainstream local governance into programme areas by developing a coherent strategy note that is firmly grounded in the practice of human development and is designed to address the areas requiring improvement which were highlighted in the evaluation;

3. *Recommends* that after the publication of the strategy note UNDP conduct a review of the level of mainstreaming of local governance in programme areas, use the results to assess the continuing effectiveness of the strategy note, and update the Executive Board on any progress made;

4. *Encourages* UNDP to strengthen its collaboration and complementarity with the United Nations Capital Development Fund and the United Nations Volunteers, as well as with development partners, including other United Nations organizations and bilateral donors, in order to provide support for effective initiatives in the area of local governance;

5. *Welcomes* the strengthening of communities of practice and of partnerships on local governance and local development and the improvements to knowledge sharing across UNDP;

6. *Urges* UNDP to continue to focus on gender mainstreaming as part of all its activities to strengthen local governance, and to engage in strategic cooperation with UN-Women on this issue.

3 February 2011

2011/8

Evaluation of the UNDP contribution at the regional level to development and corporate results, and the management response

The Executive Board,

1. *Takes note of* the evaluation of the UNDP contribution at the regional level to development and corporate results (DP/2011/12);

2. *Takes notes of* the management response thereto (DP/2011/13);

3. *Takes note of* the conclusion that, despite modest resources, UNDP regional programmes have made significant and long-standing contributions to development results, promoting cooperation among countries in building regional and national institutions as well as addressing cross-border and common challenges;

4. *Urges* UNDP to review its organizational structures and incentives to foster a corporate culture that encourages interregional lesson learning and programmatic collaboration and that ensures the use of regionally grounded knowledge across the organization;

5. *Takes note of* the 2008 functional alignment policy establishing the regional service centres and the progress made to date in ensuring the relevance and effectiveness of regional service centre support to country offices;

6. *Urges* UNDP, based on lessons learned to date regarding the regional service centres, to develop a strategic corporate business model that covers the global, regional and country levels, provides a sustainable and transparent allocation of funds and human resources, sets clear lines of responsibility and mandates for the regional centres, ensures that functions and services are not duplicated, and facilitates the location of capacity in the most appropriate place;

7. *Welcomes* the commitment of UNDP to establish criteria and guidance developing the best use of regional approaches.

3 February 2011

2011/9
Reports of UNDP, UNFPA and UNOPS on the implementation of the recommendations of the Board of Auditors, 2008-2009

The Executive Board,

1. *Takes note of* the reports of the Board of Auditors on UNDP, UNFPA and UNOPS, and the reports of the organizations on their implementation of the recommendations of the Board of Auditors (DP/2011/14, DP/FPA/2011/1 and DP/2011/15);

2. *Takes note of* the unqualified audit opinions issued by the United Nations Board of Auditors on the financial statements of UNDP and UNOPS for the biennium that ended 31 December 2009, and notes with concern that UNFPA received a qualified audit opinion from the Board of Auditors;

3. *Encourages* UNDP and UNOPS to undertake the necessary steps to continue to receive unqualified audit opinions from the United Nations Board of Auditors; takes note of actions under way by UNFPA to address the recommendations in the report of the Board of Auditors on UNFPA for the biennium that ended 31 December 2009; and urges the management of UNFPA to take immediate and necessary action with the aim of receiving an unqualified audit opinion for the next biennium;

4. *Requests* the management of UNDP, UNFPA and UNOPS to ensure full compliance with the recommendations of the Board of Auditors and to address, as a matter of priority, recurring issues that the Board of Auditors has raised in its reports on their respective organizations, in particular regarding issues affecting the management and the oversight of expenditures in high-risk environments and programme-execution modalities, as well as with regard to the smooth functioning of Atlas and the introduction of the international public sector accounting standards;

5. *Emphasizes* that national execution should be the preferred option, wherever appropriate, in the operational activities of the organizations, and takes note of the steps taken to improve oversight and monitoring of operations and expenditures

associated with this modality and recognizes the importance of further improvement in this regard;

6. *Notes* the significant increase in the number of complaints in cases of fraud and presumptive fraud in UNDP and in UNFPA, and requests UNDP and UNFPA to further elaborate, in their 2010 annual internal audit reports to the Executive Board and in their management responses, the steps taken to address these issues;

With respect to UNDP:

7. *Notes* that this is the second consecutive biennium that the United Nations Board of Auditors has given UNDP an unqualified audit opinion with respect to its financial statements;

8. *Encourages* UNDP to strive for continuous operational improvements in anticipation of the implementation of the international public sector accounting standards, with the informal guidance from the United Nations Board of Auditors on the appropriate option of the individual accounting policies of the international public sector accounting standards, and also drawing on the experience of other United Nations organizations that have already implemented the international public sector accounting standards;

9. *Expresses concern* regarding the high level of the UNDP cash balance and requests UNDP to provide, at the annual session 2011 of the Executive Board, detailed information on the level of unspent funds, including on the reasons why funds are unspent, as well as on the UNDP investment policy and practices, and the steps taken to ensure a more appropriate level of liquidity;

10. *Encourages* UNDP to continue to build on the progress made in addressing audit-related priorities in 2008-2009, and in addressing the top 10 audit-related management priorities for the 2010-2011 biennium;

With respect to UNFPA:

11. *Takes note of* the action under way in UNFPA to address, on a priority basis, the challenges related to national execution and compliance with procedures — challenges that gave rise to a qualified audit opinion on the financial statements of UNFPA for the biennium that ended 31 December 2009;

12. *Takes note of* the UNFPA plan of action to prevent similar audit and oversight risks in the future, and encourages further improvements in user-friendliness and in effective, up-to-date guidance, training and oversight mechanisms to incorporate, throughout the organization, lessons learned from audit findings;

13. *Recognizes* the ongoing efforts of management to establish a comprehensive internal control system for the organization; emphasizes, in this regard, the importance of strengthening internal control and increasing capacity in decentralized offices, and ensuring compliance with procedures; and notes the ongoing efforts to establish personal accountability mechanisms that ensure that managers are held responsible for implementing the recommendations of the Board of Auditors;

14. *Requests* UNFPA to update the Executive Board on the continuous development and implementation of its internal control framework;

15. *Stresses* the importance of accountability at all levels and *encourages* UNFPA to closely monitor the follow-up process in order to ensure that appropriate, timely

and full action is taken in implementing the recommendations of the Board of Auditors;

16. *Acknowledges* the importance of sustained support at all levels of international cooperation to strengthen national execution and to promote the use of national systems;

With respect to UNOPS:

17. *Recognizes* the progress made by UNOPS in implementing robust financial controls and in implementing 90 per cent of the audit recommendations raised in prior bienniums;

18. *Acknowledges* the full replenishment of the UNOPS operational reserve as at 31 December 2009.

3 February 2011

2011/10
Mock-up of the 2012-2013 biennial budgets of UNDP, UNFPA and UNICEF

The Executive Board,

1. *Takes note of* the joint informal note of UNDP, UNFPA and UNICEF on the road map to an integrated budget: cost classification and results-based budgeting, prepared in response to decision 2010/32 of the Executive Board of UNDP and of UNFPA, and decision 2010/20 of the Executive Board of UNICEF, containing:

(a) Information on differences in the categorization of costs into cost classifications;

(b) An informal mock-up illustrating the format of key budget tables and accompanying explanations;

2. *Acknowledges* that the additional information presented should ensure comprehensive and transparent linkages to the institutional and management results frameworks of the respective strategic plans of UNDP, UNFPA and UNICEF;

3. *Endorses* the results-based budgeting approach contained in the joint informal note;

4. *Notes* the efforts made by UNDP and UNFPA to strengthen their results frameworks and *encourages* UNDP and UNFPA, in the implementation of the results-based budgeting approach, to continue to improve the indicators to be "specific, measurable, attainable, relevant and time-bound", and to link resources and expected results in a more explicit manner;

5. *Requests* UNDP and UNFPA to prepare and present their 2012-2013 biennial budget documents in line with the format of the key budget tables and accompanying explanations presented in the joint informal note mentioned in paragraph 1, above, including the results of the joint review of the impact of cost definitions and classifications of activities on cost recovery;

6. *Emphasizes* the need for regular consultations with the Executive Board, in preparation for the biennial support budget, 2012-2013, and for the integrated budget for 2014 and beyond.

3 February 2011

2011/11
Global Environment Facility: amendments to the Global Environment Facility Instrument

The Executive Board,

1. *Takes note* of DP/2011/17 which contains two amendments to the Global Environment Facility instrument;

2. *Adopts* the two amendments as presented in paragraph 8 of DP/2011/17.

3 February 2011

2011/12
Human Development Report

The Executive Board,

Recalling General Assembly resolution 57/264 on the Human Development Report,

Also recalling General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system,

Further recalling its decision 94/15,

Recalling the strong concerns and diverse views expressed by Member States regarding, inter alia, the use of new terminology, indicators and the periodicity of the Human Development Report, including during the informal consultations on the Human Development Report 2010, the annual session 2010, as contained in document DP/2010/33, and the first regular session 2011,

Reaffirming the relevant provisions of decision 41/112 of the Statistical Commission of the Economic and Social Council,

Acknowledging that the Human Development Report is an important tool for raising awareness about human development around the world,

1. *Reaffirms* that the preparation of the Human Development Report should be undertaken in a neutral and transparent manner and in full and effective consultation with Member States, with due regard to the impartial nature and use of sources;

2. *Calls upon* the Human Development Report Office to further improve the consultation process with Member States on the Human Development Report, in an inclusive and transparent manner, taking into account the relevant intergovernmental decisions and resolutions adopted in that regard;

3. *Emphasizes* the need to take into account the discussions conducted at the United Nations Statistical Commission on the sound use of indicators and methodologies, in order to enhance the usefulness of the Report as a tool to advance the knowledge and understanding of development issues globally;

4. *Affirms* that the Human Development Report is a separate and distinct exercise which is not an official document of the United Nations and that the policies governing the operational activities for development of the United Nations system will continue to be set by Member States;

5. *Requests* the UNDP Administrator to report at the annual session 2011 on the measures taken by UNDP and the Human Development Report Office, taking into account their respective roles, to ensure full implementation of General Assembly resolution 57/264 and corresponding decisions of the Executive Board;

6. *Decides* to undertake an in-depth discussion on all aspects related to the Human Development Report at the annual sessions, including on the fulfilment of the relevant provisions of General Assembly resolution 57/264, with a view to improving its quality and accuracy, as well as preserving its credibility and impartiality, without compromising its editorial independence.

3 February 2011

2011/13
Overview of decisions adopted by the Executive Board at its first regular session 2011

The Executive Board,

Recalls that during its first regular session 2011, it:

Item 1
Organizational matters

Elected the following members of the Bureau for 2011:

President: H.E. Ms. Edita Hrdá (Czech Republic)

Vice-President: Mr. Takeshi Osuga (Japan)
Vice-President: H.E. Mr. Michel Tommo Monthe (Cameroon)
Vice-President: Mr. Nojibur Rahman (Bangladesh)
Vice-President: H.E. Mr. Carlos E. García-Gonzalez (El Salvador)

Adopted the agenda and workplan for its first regular session 2011 (DP/2011/L.1);

Adopted the report of the second regular session 2010 (DP/2011/1);

Adopted the annual workplan for 2011 (DP/2011/CRP.1);

Approved the tentative workplan for the annual session 2011;

Agreed to the following schedule for the remaining sessions of the Executive Board in 2011:

Annual session 2011: 6 to 17 June 2011 (New York)
Second regular session 2011: 6 to 9 September 2011;

Adopted decision 2011/1 on the revised rules of procedure of the Executive Board of UNDP, UNFPA and UNOPS.

UNDP segment

Item 2
Gender in UNDP

Adopted decision 2011/2 on the oral report of the Administrator on the implementation of the UNDP gender equality strategy.

Item 3
Country programmes and related matters

Approved the following country programmes:

Africa region: Burkina Faso and Zambia;
Arab States region: Somalia;
Asia and the Pacific States region: Democratic People's Republic of Korea, Indonesia and Maldives;
Latin America and the Caribbean region: Chile and Uruguay;

Took note of the first one-year extension of the country programme for Peru (DP/2011/19);

Took note of the draft common country programme document for the United Republic of Tanzania (DP-FPA/DCCP/TZA/1) and the comments made thereon.

Item 4
Evaluation

Adopted decision 2011/3 on the evaluation policy;

Adopted decision 2011/4 on the evaluation of the UNDP contribution to disaster prevention and recovery, and the management response;

Adopted decision 2011/5 on the evaluation of the UNDP contribution to strengthening national capacities, and the management response;

Adopted decision 2011/6 on the evaluation of the UNDP contribution to environmental management for poverty reduction: the poverty-environment nexus, and the management response;

Adopted decision 2011/7 on the evaluation of the UNDP contribution to strengthening local governance, and the management response;

Adopted decision 2011/8 on the evaluation of the UNDP contribution at the regional level to development and corporate results, and the management response.

Item 10
Other matters

Adopted decision 2011/11 on the Global Environment Facility: amendments to the Global Environment Facility Instrument.

Item 11
United Nations Capital Development Fund

Took note of the oral report on the update for 2010 and the priorities for 2011-2013.

Item 12

Adopted decision 2011/12 on the Human Development Report.

UNOPS segment

United Nations Office for Project Services

Took note of an oral report by the Executive Director.

Joint segment

Item 5
Report to the Economic and Social Council

Took note of the joint report of the Administrator of UNDP and the Executive Director of UNFPA to the Economic and Social Council (E/2011/5) and the comments made thereon, for transmission to the Council.

Item 6
Recommendations of the Board of Auditors

Adopted decision 2011/9 on the reports of UNDP, UNFPA and UNOPS on the implementation of the recommendations of the Board of Auditors, 2008-2009.

Item 7
Financial, budgetary and administrative matters

Adopted decision 2011/10 on the mock-up of the 2012-2013 biennial budgets of UNDP, UNFPA and UNICEF;

Took note of the reports of UNDP (DP/2011/16) and UNFPA (DP/FPA/2011/2) on human resources management.

UNFPA segment

Item 8
Country programmes and related matters

Approved the following country programme documents:

Africa: Burkina Faso and Zambia;
Arab States: Somalia;
Asia and the Pacific: Indonesia and Maldives;
Latin America and the Caribbean: Uruguay;

Took note of the draft common country programme document for the United Republic of Tanzania (DP-FPA/DCCP/TZA/1) and the comments made thereon.

Item 9
Midterm review of the UNFPA strategic plan, 2008-2013

Heard an oral presentation on the midterm review of the UNFPA strategic plan, including the UNFPA humanitarian response strategy;

Adopted an oral decision to postpone the presentation of the midterm review of the UNFPA strategic plan from the annual session 2011 to the second regular session 2011;

Adopted an oral decision on the statement of the Executive Director, UNFPA, as follows:

The Executive Board,

1. *Welcomes* the presentation of the vision of the Executive Director of UNFPA contained in his first statement to the Executive Board, including the interlinkages between the Programme of Action of the International Conference on Population and Development and the relevant upcoming international conferences, namely the Fourth United Nations Conference on Least Developed Countries, the United Nations Conference on Youth and the United Nations Conference on Sustainable Development, for achieving the internationally agreed development goals;

2. *Notes* the role of UNFPA in support of the Global Strategy on Women's and Children's Health, including through the coordination of global partners, and further notes its programmatic work with the Global Strategy on Women's and Children's Health to support countries that have made commitments, as well as those that intend to make commitments, to eliminate high levels of maternal, newborn and child mortality;

3. *Encourages* UNFPA to support Member States to ensure successful outcomes of the relevant upcoming international conferences.

Joint meeting

Held a joint meeting of the Executive Boards of UNDP, UNFPA and UNOPS, UNICEF, UN-Women and WFP on 4 and 7 February 2011, which addressed the following topics:

(a) Equity: narrowing gaps to push for the achievement of the Millennium Development Goals;

(b) Mainstreaming gender through the work of the agencies and envisaged collaboration with UN-Women;

(c) Efficiency of emergency response and the transition to recovery and long-term development: lessons learned; and

(d) Delivering as one: follow-up to Hanoi;

Also held the following informal briefings:

Joint UNDP, UNFPA and UNICEF informal consultation on the mock-up of the 2012-2013 biennial budgets of UNDP, UNFPA and UNICEF;

Informal consultation on the midterm review of the UNDP strategic plan.

3 February 2011

2011/14
Midterm review of the UNDP strategic plan

The Executive Board,

1. *Takes note of* the midterm review of the strategic plan and the annual report of the Administrator on performance and results for 2010 as a combined report (DP/2011/22), and its annex, including the revised development results framework, the development effectiveness matrix, and the revised institutional framework;

2. *Emphasizes* that the objective of the midterm review is to sharpen the strategic direction of UNDP, and to undertake a thorough review of the results framework

with the aim of making improvements in 2011 and defining further improvements to be made during the remaining years;

3. *Requests* the Administrator of UNDP to implement the changes during the remaining months of 2011 and to report, through the annual report of the Administrator starting from the annual session 2012, on the basis of the new revised frameworks;

4. *Acknowledges* the cumulative analysis of UNDP performance during the first three years of the strategic plan;

5. *Recognizes* the organization's efforts to continue to strengthen the predictability and quality of results measurement and reporting, and its use of country-level indicators to that end;

6. *Recognizes* that UNDP has provided a wide range of information on its activities across its thematic areas;

7. *Requests* UNDP to enhance its future annual reports by including: (a) descriptions of challenges and steps taken to address these challenges as asked for in decision 2010/13; (b) gender-equality and capacity-development results reporting; (c) a clear, focused and comprehensive narrative of UNDP contributions to development; and (d) clearer statements on the development results generated by UNDP contributions;

8. *Emphasizes* the need for robust results frameworks underpinning the UNDP strategic plan for the purposes of management and of communicating expected results with staff, programme countries and development partners, and so that the performance of UNDP can be monitored, avoiding the need for partners to create parallel performance-monitoring frameworks, while expressing concern that the UNDP revised development results framework does not fully allow UNDP to clearly define its contribution to development results or adequately report and monitor progress on results for the remainder of this strategic plan;

9. *Takes note of* the revised integrated financial resources framework for the period 2011 to 2013 as contained in document DP/2011/22, and encourages the Administrator of UNDP to continue to seek efficiencies by exercising budgetary discipline in the elaboration of the organization's draft institutional budget for 2012-2013, while recognizing the need for adequate resources to implement the strategic plan;

10. *Requests* the Administrator of UNDP, fully taking into account the mandate and the intergovernmental nature of UNDP, when preparing the 2014-2017 strategic plan to:

(a) Establish a clear focus and role for the work of UNDP, considering UNDP strategic positioning and integrating an analysis of its performance, challenges and lessons learned, while bearing in mind the external environment and the work of relevant development actors;

(b) Develop, for early consultations with the Executive Board, a results frameworks template that provides clear explanations of its approach and definitions and how they link to reporting;

(c) Develop robust results frameworks that demonstrate a complete results chain and establish expected results at output, outcome and impact levels, and that focus on the delivery of outputs and contributions to outcomes by UNDP, not on the performance of programme countries;

(d) Include in the frameworks clear, measurable indicators with baselines, milestones and targets for monitoring results, which indicators should be systematically reported on annually in the Administrator's report to the Executive Board;

(e) Improve data-collection systems for results-based management and reporting to allow for better monitoring of UNDP achievements at the corporate, regional and country levels, ensuring that any improvements made will link to other change-management processes;

11. *Recognizes* the number of management change initiatives underway in UNDP, and looks forward to continuous dialogue in order to understand how these initiatives are complementary and how and when they will be implemented;

12. *Emphasizes* the need for early and regular consultation with Executive Board members to make improvements to the methodology, format and results management of the UNDP strategic plan 2014-2017, with this consultation process beginning in 2011 and continuing throughout the development of the plan;

13. *Requests* UNDP to present, at the second regular session 2011, for approval by the Executive Board under a formal item, a conference room paper outlining a "road map" identifying milestones and timeframes for making progress so as to achieve the objectives identified in the present decision and including indications of how this work relates to initiatives such as the Administrator's change agenda and the UNDP integrated budget;

14. *Also requests* the Administrator of UNDP to present a cumulative review of the strategic plan at the annual session 2013, instead of at the first regular session, as foreseen in decision 2011/9, in order to capture results and data for 2012, and endorses the decision for a combined cumulative review and annual report, with an improved reporting format, so that the cumulative review and annual report better report on development changes generated by UNDP contributions.

17 June 2011

2011/15

Status of regular funding commitments to UNDP and to its funds and programmes for 2011 and onwards

The Executive Board,

1. *Stresses* the importance of a stable, predictable base of regular (core) resources for UNDP;

2. *Notes* that overall contributions to UNDP in 2010 have increased to $5 billion due to increases in non-core funding;

3. *Notes with concern* that contributions to regular resources decreased to $0.97 billion and, thus, did not meet the 2010 funding target for regular resources set out in the strategic plan, 2008-2013;

4. *Further notes* that reductions in total contributions to regular resources may be compensated in 2011 by actual and projected currency-exchange gains based on the

official United Nations rates of exchange as at 1 May 2011, and, therefore, regular resources may reach $1 billion for the current year;

5. *Recognizes* that the 10 largest donors provided close to 82 per cent of regular resources in 2011, and calls on the Administrator to reinvigorate her efforts to mobilize regular resources and to continue to broaden the number of contributors;

6. *Recalls* General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system, and reiterates that regular resources, by their untied nature, form the bedrock of UNDP finances;

7. *Requests* all countries that have not yet done so to provide contributions to regular resources for 2011, and encourages Member States to announce pledges, on a multi-year basis if feasible, and payment schedules, and to adhere to such pledges and payment schedules thereafter;

8. *Recognizes* the importance of UNDP demonstrating, communicating and being held accountable for development results that are supported by the financial contributions of Member States.

17 June 2011

2011/16
Annual report on evaluation

The Executive Board,

1. *Takes note of* the annual report on evaluation contained in document DP/2011/24 and commends the Evaluation Office on the increased informativeness in the reporting;

2. *Requests* UNDP to address the issues raised by independent evaluations;

3. *Notes with concern* that while the number of country offices having conducted at least one evaluation has increased, the overall number of outcome evaluations continued to decline in 2010 and country office compliance with evaluation plans and in conducting outcome evaluations continues to be low, and in this regard, requests UNDP to expeditiously identify and address obstacles limiting compliance with evaluation plans and outcome evaluations, including ensuring appropriate resourcing of the evaluation function and oversight of compliance;

4. *Recognizes* that the success of evaluations and the actual evaluability of programmes requires appropriate programme design and planning, and notes that measures are needed to strengthen programme design in order to allow the use of a results-based approach in monitoring and identification of concrete results;

5. *Notes* the continuing challenges as regards: the quality of decentralized evaluations, the decline in the number of country offices with dedicated monitoring and evaluation units, and the uneven levels of dedicated monitoring and evaluation staff in the regional bureaux and the uneven incorporation in programme design and implementation of the lessons learned from the evaluations;

6. *Requests* UNDP to strengthen the capacity for decentralized evaluation and to identify and address obstacles limiting both the quality of decentralized evaluations

and compliance with evaluation plans and outcome evaluations, including ensuring appropriate resourcing of the evaluation function and oversight of compliance;

7. *Welcomes* the efforts of some country offices to provide evaluation training at the country level, and suggests that UNDP continue to support national evaluation capacity development;

8. *Recognizes* the improvement in the submission of management responses to evaluations, and urges continued progress in the preparation, implementation and monitoring of management responses, and requests that future reports track the implementation of management responses;

9. *Welcomes* the increased engagement of national professionals from programme countries in the Assessments of Development Results process, notes the efforts of the Evaluation Office to strive for better representation of female consultants from programme countries, and emphasizes the importance of ensuring that gender equality considerations are fully integrated in evaluations by all evaluators;

10. *Approves* the revised programme of work for 2011 proposed by the Evaluation Office and the tentative programme of work for 2012;

11. *Requests* UNDP to keep the Executive Board informed regarding the appointment of the new Director of the Evaluation Office so that the Executive Board can review and advise on the appointment in line with the revised evaluation policy (DP/2011/3).

16 June 2011

2011/17
Update on the Human Development Report

The Executive Board,

1. *Takes note of* the "Update on *Human Development Report* Preparations and Consultations" (DP/2011/25);

2. *Notes with appreciation* the actions taken by Human Development Report Office to engage with the international statistical community on statistical matters related to the report, including through the revitalization of the Statistical Advisory Panel and in its engagement with and response to the Statistical Commission;

3. *Takes note of* the oral report of the Administrator on the *Human Development Report,* and appreciates efforts to meet regularly with the Director of the Human Development Report Office to assess progress on report development;

4. *Welcomes* the efforts of the Human Development Report Office and of the United Nations Development Programme Executive Office and Partnerships Bureau to organize consultations with the regional groups of the Board and with Governments and other stakeholders, such as the National Statistics Offices and the Regional Commissions of the Economic and Social Council, in all regions where opportunities have arisen;

5. *Notes with appreciation* the efforts of both the Human Development Report Office and UNDP to improve the quality and accuracy of the Report, while also preserving the Report's credibility and impartiality, and without compromising its editorial independence;

6. *Requests* the Human Development Report Office to continue holding regular, open, transparent and inclusive consultations with stakeholders to ensure the *Human Development Report* continues to contribute effectively to internationally agreed development goals, including the Millennium Development Goals.

16 June 2011

2011/18
Midterm review of the UNDP global programme

The Executive Board,

1. *Acknowledges* receipt of the findings of the midterm review of the UNDP global programme in fulfilment of Executive Board decision 2008/32;

2. *Takes note of* the forward-looking nature of the review and its consistency with recommendations from the evaluation of the third global cooperation framework and the subsequent management response to the evaluation of the third global cooperation programme contained in DP/2008/45;

3. *Acknowledges* the role the global programme has played in the refinement of internal institutional arrangements of UNDP to bring corporate and regional policy and advisory support closer to where they are needed on the ground, and to make those services more responsive to country programme needs;

4. *Requests* a continued focus on bringing policy advisory support closer to clients, welcoming progress on multi-practice work at the global and regional levels and recognizing that the regional service centres anchor a strong practice architecture with knowledge management systems capable of sharing best practices between regions, across the organization;

5. *Requests* an increased focus on the roll-out of standards for quality policy advisory services for the global programme to help ensure that staff and partners regardless of where they are located continuously learn from experience on the ground and have a clear understanding of: what information is available; how reliable or corporate that information is; how to access it and engage with the related advisers; and how to influence it;

6. *Urges* the global programme, informed by the thematic evaluations and the midterm review of the strategic plan, to continue to build on the results achieved in the first half of Global Programme, including by providing global policy leadership on inclusive, resilient and sustainable human development, advancing new standards for policy advisory services, and increasing focus on multi-practice initiatives to enhance the integration of policy services to tackle complex development challenges;

7. *Requests* a final report on global programme performance and results to be submitted to the Executive Board at the annual session 2013 with an assessment of the progress of multi-practice policy advisory services, including in the areas of sustaining progress towards the Millennium Development Goals, preparing for the Rio+20 Conference on sustainable development, and advancing the local development and local governance agenda.

16 June 2011

2011/19
Report on results achieved by UNCDF in 2010

The Executive Board,

1. *Takes note* of the report on results achieved by the United Nations Capital Development Fund (UNCDF) and *expresses* its appreciation of the concrete and scalable contributions made by UNCDF towards localizing the Millennium Development Goals in the least developed countries, by providing investment capital and technical assistance to promote local development and inclusive microfinance sectors that benefit poor households and small and micro enterprises;

2. *Welcomes* the special emphasis in 2010 by UNCDF on external programme evaluations reaffirming the relevance and overall effectiveness of UNCDF support programmes, while also highlighting areas where strengthening is needed; and also *welcomes* the analysis in the annual report on how UNCDF activities contribute to the achievement of the Millennium Development Goals at the local level, including lessons learned and challenges faced;

3. *Welcomes* UNCDF efforts in 2010 to broaden its support programmes to new thematic areas with clear linkages to its mandate and comparative advantages, while also considerably stepping up its knowledge sharing and advocacy work, as a means to effect broader change in the least developed countries;

4. *Encourages* UNCDF to continue its efforts to mobilize contributions to its regular resources or multi-year thematic contributions necessary to sustain its services and investment support and expand to more least developed countries, and *encourages* Member States in a position to do so to contribute to UNCDF regular resources;

5. *Welcomes* the continued growth of contributions to UNCDF other resources in 2010 and the achievement of healthy donor diversification with contributions from bilateral and multilateral sources, the One UN fund and private sector sources;

6. *Welcomes* the successful conclusion in 2010 — as established by the 2010 follow-up audit — of a review of UNCDF operational and management practices, and also *welcomes* the efforts of UNCDF to maintain strong programme quality while the programme portfolio grows in response to increasing demand from least developed countries.

16 June 2011

2011/20
Planning for the tenth anniversary of the International Year of Volunteers and the fortieth anniversary of United Nations Volunteers

The Executive Board,

1. *Takes note of* the significant role the United Nations Volunteers has played as the focal point for the marking of the tenth anniversary of the International Year of Volunteers and of the important initiatives undertaken in this regard;

2. *Congratulates* the United Nations Volunteers on its fortieth anniversary and on the achievements of the programme over all these years.

16 June 2011

2011/21
Annual report of the Executive Director, UNOPS

The Executive Board,

1. *Takes note* of UNOPS significant contributions, often made in the most challenging environments, to the operational results of the United Nations and its partners;

2. *Takes note* of the many management improvements implemented with the aim of achieving the overall goals of operational efficiency and of meeting partner expectations;

3. *Welcomes* the fact that in 2010 UNOPS has increased its project implementation by 16 per cent while reducing administrative costs by $200,000, and encourages the organization to continue to set good efficiency precedents;

4. *Welcomes* the increased focus on strategic capacity development initiatives, and requests the Executive Director to further enhance the quality and scope of such interventions in the areas where UNOPS can add value to the United Nations system efforts;

5. *Welcomes* the commitment of UNOPS to greater transparency and accountability and looks forward to new UNOPS initiatives to further this objective;

6. *Welcomes* the improved financial position of UNOPS and the diversification of partners contributing to its project portfolio, and requests that a comprehensive overview of the operating reserves and provisions (including the different types of provisions and the amounts presented in the income statement and balance sheet in the last three years) be included in the report prepared under the item on budget estimates for the biennium 2012-2013, which is to be presented to the second regular session 2011 of the Executive Board;

7. *Stresses* the importance of presenting the results according to the operational results framework adopted by Executive Board decision 2009/25 (referencing DP/2009/36);

8. *Recognizes* the importance of UNOPS demonstrating, communicating and being held to account for development results that are supported by the financial contributions of Member States;

9. *Further recognizes* efforts made regarding result-based reporting, and requests UNOPS to also provide in future annual reports global figures on its contributions to the four goals of the 2010-2013 strategic plan.

17 June 2011

2011/22
Reports of UNDP, UNFPA and UNOPS on internal audit and oversight activities in 2010

The Executive Board,

With respect to UNDP:

1. *Takes note* of the report on internal audit and investigations contained in document DP/2011/29;

2. *Expresses* its continuing support for strengthening the internal audit and investigation functions of UNDP;

3. *Expresses* its support for enhancing the audit and investigative capacities of the Office of Audit and Investigations through the provision of additional resources, by reprioritizing resources from elsewhere in the UNDP biennial budget, and requests UNDP to ensure that sufficient resources are allocated for such purposes when the biennial budget, 2012-2013, is presented to the Executive Board;

4. *Takes note of* the annual report of the Audit Advisory Committee;

5. *Welcomes* the increased attention with respect to audits given to multi-donor trust funds and joint programmes, encourages the initiative for jointly auditing "delivering as one" programmes, and requests the Office of Audit and Investigations to report, in its next annual report, on the experience gained in that regard;

With respect to UNFPA:

6. *Takes note of* the report of the Director of the Division for Oversight Services on UNFPA internal audit and oversight activities in 2010 (DP/FPA/2011/5) and the corresponding management response;

7. *Also takes note of* the annual report of the Audit Advisory Committee of UNFPA;

8. *Welcomes* the focus on key and recurrent management issues and on risk-based audit planning;

9. *Also welcomes* the compliance of UNFPA with decisions 2008/37 and 2009/15 on the disclosure of internal audit reports, including on the reporting of disclosure activities in their respective annual reports;

10. *Further welcomes* the compliance of UNFPA with decisions 2006/13 and 2008/13, and the comprehensiveness of the report of the Director of the Division for Oversight Services on UNFPA internal audit and oversight activities in 2010;

11. *Expresses* its support for enhancing the investigative capacity of the Division for Oversight Services and requests UNFPA to ensure that sufficient resources are allocated for this purpose, by reprioritizing resources from elsewhere in the UNFPA biennial budget, when the biennial budget, 2012-2013, is presented to the Executive Board;

12. *Notes with appreciation* the result of the external review of the Division for Oversight Services performed by the Institute of Internal Auditors, and requests the Director of the Division to maintain the high quality of the work of the Division and to commission another external review in 2015, in compliance with recognized international professional practices and standards;

13. *Notes with concern* the critical findings of the Division for Oversight Services and welcomes the 15 recommendations in the report on UNFPA internal audit and oversight activities in 2010 (DP/FPA/2011/5), recalls decisions 2006/8, 2006/13, 2007/10, 2007/29, 2008/12, 2008/13, 2011/15, 2011/18, 2010/22 and 2010/26, and requests the Executive Director to: (a) improve the implementation of an internal control framework in line with internationally recognized best practices, taking into account the need for consistency with the international public sector accounting standards; (b) implement enterprise risk management; (c) address issues of human

resources; (d) promote the use of evidence-based programming; (e) focus UNFPA programme priorities, including by reducing the number of partners and workplans at the country level; and (f) ensure a smooth transition to the international public sector accounting standards;

14. *Welcomes* the approach undertaken by the Executive Director, UNFPA, to strengthen the UNFPA accountability and assurance process and the steps undertaken to refocus and enhance the efficiency and effectiveness of UNFPA, and requests the Executive Director to develop a comprehensive plan of action to address the 15 recommendations in the report on UNFPA internal audit and oversight activities in 2010. This plan of action should include a prioritization of the recommendations to address and the actions to be taken, with a clear time frame and targets. An outline of this plan will be made available at the first regular session 2012 of the Executive Board;

15. *Encourages* the initiative for jointly auditing "delivering as one" programmes, and requests the Division for Oversight Services to report, in its next annual report, on the experience gained in that regard;

***With respect to UNDP and UNFPA*:**

16. *Welcomes* the elaborated descriptions of cases of fraud and presumptive fraud in the reports of the UNDP Office of Audit and Investigations and the UNFPA Division for Oversight Services, as requested in decision 2011/9, and *requests* UNDP and UNFPA to continue to improve reporting on such cases in future annual reports of the oversight offices and in their management responses, with increased emphasis on actions taken in cases of misconduct;

***With respect to UNOPS*:**

17. *Takes note of* the annual report of the Internal Audit and Investigations Group for 2010;

18. *Takes note of* the annual report of the Strategy and Audit Advisory Committee for 2010, which is in line with Executive Board decision 2008/37;

19. *Encourages* the initiative for jointly auditing "delivering as one" programmes, and requests the Internal Audit and Investigations Group to report, in its next annual report, on the experience gained in that regard;

20. *Encourages* UNOPS to intensify the implementation of audit recommendations older than 18 months.

17 June 2011

2011/23
Responding to the emerging demand for greater information disclosure of internal audit reports

The Executive Board,

1. *Recalls* its decision 2010/22, requesting the submission of a coordinated paper outlining the implications of the emerging demand for greater information disclosure of internal audit reports, including options for responding to the need for relevant information;

2. *Takes note of* the coordinated paper by UNDP, UNFPA and UNOPS on responding to the emerging demand for greater information disclosure of internal audit reports (DP-FPA-OPS/2011/1);

3. *Welcomes* the compliance of UNDP, UNFPA and UNOPS with decision 2008/37 on the disclosure of internal audit reports and the due diligence processes established in that regard;

4. *Acknowledges* the information and assurance needs of non-Member State donors for projects funded by them;

5. *Notes* the various options for greater information disclosure presented in the joint paper;

6. *Decides* that the Administrator of UNDP and the Executive Directors of UNFPA and UNOPS may, upon request, disclose to a donor intergovernmental organization and the Global Fund to Fight AIDS, Tuberculosis and Malaria, internal audit reports pertaining to a given project in which the said donor is financially contributing, in accordance with decision 2008/37 and the procedures of disclosure, as stipulated in documents DP/2008/16/Rev.1, DP/FPA/2008/14 and DP/2008/55, exercising the greatest extent of discretion and protecting the legitimate rights of the programme country;

7. *Reaffirms* that information disclosed shall be kept confidential, and that written requests for access to internal audit reports should include the reason and purpose for the request and an affirmation to adhere to the procedures of disclosure, as stipulated in documents DP/2008/16/Rev.1, DP/FPA/2008/14 and DP/2008/55;

8. *Requests* UNDP, UNFPA and UNOPS to continue to explore options to facilitate the viewing of internal audit reports, including technological options, and further requests UNDP, UNFPA and UNOPS to present, at the second regular session 2011 of the Executive Board, a proposal for the remote viewing of internal audit reports providing secure access and proper safeguards for the confidentiality of the information disclosed, through, inter alia, secure passwords;

9. *Urges* UNDP, UNFPA and UNOPS to maintain and enhance collaboration and to share relevant information, to the fullest extent possible, as appropriate and in accordance with relevant provisions of decision 2008/37 and documents DP/2008/16/Rev.1, DP/FPA/2008/14 and DP/2008/55, with a donor intergovernmental organization and the Global Fund to Fight AIDS, Tuberculosis and Malaria and their oversight services, on the oversight of the implementation of projects receiving funding from a donor intergovernmental organization and the Global Fund to Fight AIDS, Tuberculosis and Malaria, taking into account the need to respect the independence of the internal audit and investigative functions of UNDP, UNFPA and UNOPS and the need to provide assurance on project implementation;

10. *Concurs* that audited project financial statements, as available, may be provided to donors as a way of giving assurance on the use of funds;

11. *Concurs* that the executive summaries of internal audit reports of projects, with recommendations as applicable, may be provided, upon request, to Member States, donor intergovernmental organizations and the Global Fund to Fight AIDS, Tuberculosis and Malaria and to the Government of the programme country concerned;

12. *Requests* UNDP, UNFPA and UNOPS to continue to report, in their annual reports on internal audit and investigation, on the internal audit reports disclosed and to inform the Executive Board, including through their respective reports, on requests from organizations not covered by this decision, for disclosure of internal audit reports pertaining to a given project in which the said donor is financially contributing, and to seek guidance from the Executive Board on such requests for disclosure.

17 June 2011

2011/24
Reports of the ethics offices of UNDP, UNFPA and UNOPS

The Executive Board,

1. *Takes note of* the reports of the ethics offices of UNDP, UNFPA and UNOPS (DP/2011/30, DP/FPA/2011/6 and DP/OPS/2011/3);

2. *Recognizes* that the ethics offices contribute to fostering a culture of ethics, integrity and accountability in the organizations, and, in this regard, notes with appreciation the efforts of the ethics offices in providing advice, guidance, protection from retaliation, review of financial disclosure statements, and training to their respective organizations and staff;

3. *Encourages* the management of UNDP, UNFPA and UNOPS to further strengthen the functions of their ethics offices in their respective organizations, and to provide sufficient resources for them to carry out their programmes of work;

4. *Looks forward to* the consideration of future annual reports of the ethics offices of the three organizations, pursuant to decision 2010/17, particularly recommendations to management that will strengthen the organizational culture of integrity and compliance.

17 June 2011

2011/25
Report of the Executive Director for 2010: cumulative analysis of progress in implementing the UNFPA strategic plan, 2008-2013

The Executive Board,

1. *Takes note of* the documents that make up the report of the Executive Director for 2010: DP/FPA/2011/3 (Part I), DP/FPA/2011/3 (Part I)/Add.1, and DP/FPA/2011/3 (Part II);

2. *Welcomes* the progress achieved during the last three years in implementing the UNFPA strategic plan, 2008-2013, while recognizing the challenges that lie ahead, and also welcomes the commitment of management to continue to improve the strategic focus of the organization;

3. *Further welcomes* the commitment of UNFPA to continue to improve its development results framework and its management results framework, with a comprehensive results chain that includes outcomes, outputs, indicators, baselines and targets, where possible, to better monitor and report the results achieved, including at the goal level in the UNFPA strategic plan, and to better demonstrate the UNFPA contribution to achieved outcomes;

4. *Commends* UNFPA on the improved quality of its annual reporting, by including the analysis of the strategic plan indicators against targets and the use of evaluative evidence, combining quantitative as well as qualitative reporting;

5. *Welcomes* the inclusion of the references to the baselines and targets of the UNFPA strategic plan, the tracking of progress against these targets and outcomes, and the effort to address challenges and build on lessons learned and recommendations, as well as the guidelines on evidence-based programming, as called for in decision 2010/23, and notes that UNFPA is launching a plan to develop staff capacity in 2011;

6. *Acknowledges* the clear and transparent presentation of the progress made in implementing the UNFPA strategic plan, 2008-2013, and the translation of the findings and lessons learned into the ongoing midterm review, taking into account the observations of the members of the Executive Board;

7. *Recognizes* that UNFPA faces significant challenges and encourages UNFPA to address those challenges through the midterm review process in a coherent and efficient way, by sharpening the focus of the organization at all levels, by implementing effective, evidence-based programming, and by improving human resources as well as financial and results-based management;

8. *Emphasizes* that UNFPA needs strong political support and continued financial support, as well as increased and predictable core funding, in order to enhance its assistance to countries to fully integrate the agenda of the International Conference on Population and Development into national development strategies and frameworks and achieve the internationally agreed development goals;

9. *Encourages* UNFPA to continue to report on the development and implementation of programmes that seek to provide assistance to adolescents and youth; supports UNFPA in improving policies on adolescents and youth and in ensuring the inclusion of adolescents and youth in policies and programmes, including to avoid their marginalization; and emphasizes the need for UNFPA to further enable the exchange of best practices and effective adolescent and youth policies at regional and global levels;

10. *Further encourages* UNFPA to reinstate the "challenges and lessons learned" sections in the annual reports of the Executive Director, as presented in previous annual reports, and to include information on how UNFPA will measure the efficiencies achieved in areas such as procurement, management costs and other key areas of expenditure.

17 June 2011

2011/26
Report on contributions by Member States and others, and revenue projections for 2011 and future years

The Executive Board,

1. *Takes note of* the report on contributions by Member States and others to UNFPA and revenue projections for 2011 and future years (DP/FPA/2011/4);

2. *Commends* the efforts being made by UNFPA to mobilize additional resources and other forms of support, including from the private sector;

3. *Recognizes* that further improvements in the financial and operational management of UNFPA, effective and evidence-based programming and resource allocation, and demonstrating and being held accountable for UNFPA programme outputs, are important in mobilizing funding, and encourages UNFPA to address challenges in these areas with timely and concrete actions;

4. *Emphasizes* that regular resources are the bedrock of UNFPA and are essential to maintaining the multilateral, neutral and universal nature of its work, and encourages UNFPA to further mobilize these resources and to continue to broaden the number of countries that make significant contributions to regular resources, while also continuing to mobilize supplementary resources for its thematic funds and programmes;

5. *Encourages* all Member States to maintain their core contributions and also encourages countries that are in a position to do so to increase their contributions, to make multi-year pledges, and to make their contributions by the first half of the year in order to ensure effective programming;

6. *Also encourages* all programme country governments to expand contributions to programmes in their own countries;

7. *Emphasizes* that UNFPA needs strong political and increased financial support, as well as predictable core funding, in order to enhance its assistance to countries to fully integrate the agenda of the International Conference on Population and Development into national development strategies and frameworks and achieve the internationally agreed development goals, especially Millennium Development Goals 3, 4, 5 and 6.

16 June 2011

2011/27
Interim allocation for the UNFPA biennial budget, 2012-2013

The Executive Board,

1. *Decides* to consider the UNFPA biennial budget, 2012-2013, at its first regular session 2012, and encourages the Executive Director of UNFPA to continue to seek efficiencies by exercising budgetary discipline in the elaboration of the organization's draft biennial budget for 2012-2013, while recognizing the need for adequate resources to implement the strategic plan;

2. *Approves* an interim, one-month budget allocation for January 2012, in the amount of $11.5 million, pending final approval of the UNFPA biennial budget, 2012-2013;

3. *Agrees* that the interim budget allocation will be part of, and not incremental to, the UNFPA biennial budget, 2012-2013.

17 June 2011

2011/28
Least developed countries

The Executive Board,

1. *Welcomes* the Istanbul Declaration (A/CONF. 219/L.1) and the Programme of Action for the Least Developed Countries for the Decade 2011-2020 (A/CONF.219/3/Rev.1), hereinafter referred to as the Istanbul Programme of Action, adopted by the Fourth United Nations Conference on the Least Developed Countries, held in Istanbul, Turkey, from 9 to 13 May 2011;

2. *Recalls* the fundamental characteristics of the operational activities of the United Nations, as contained in General Assembly resolution 62/208 of 19 December 2007;

3. *Notes* the strong support given by the United Nations Development Programme, the United Nations Population Fund, the United Nations Office for Project Services and the United Nations Capital Development Fund to the least developed countries;

4. *Stresses* the need for the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services to give special attention to the implementation of the Istanbul Programme of Action;

5. *Invites* the Administrator of the United Nations Development Programme and the Executive Directors of the United Nations Population Fund and United Nations Office for Project Services to integrate the implementation of the Istanbul Programme of Action into their programmes of work, including the programme of work of the United Nations Capital Development Fund, as called for in the Istanbul Programme of Action, paragraph 153;

6. *Invites* the chair of the United Nations Development Group to integrate the implementation of the Istanbul Programme of Action into the workplans of the United Nations Development Group.

17 June 2011

2011/29
Middle-income countries

The Executive Board,

1. *Recognizes* the efforts undertaken by UNDP towards achieving the internationally agreed development goals, in particular, the Millennium Developments Goals;

2. *Recalls* all principles supported by UNDP, including the principles of predictability, universality and progressivity, and reaffirms the importance to provide strategic support to all programme countries, including middle-income and least developed countries, upon request of the recipient government, in order to address their specific needs, particularly the resident coordinator/resident representative, country director and deputy resident representative, through the core budget, as appropriate, without prejudice to the upcoming decision on the institutional budget, 2012-2013;

3. *Notes* that national averages based on criteria such as per capita income do not always reflect the actual particularities and development needs of middle-income countries, and recognizes the significant diversity of middle-income countries;[1]

4. *Recognizes* that middle-income countries still face significant challenges in the area of poverty eradication and in achieving the internationally agreed development goals, including the Millennium Development Goals, due to the root causes of poverty;

5. *Reaffirms* that UNDP work should be driven by and fully coordinated with national developmental priorities;

6. *Recognizes* that despite the achievements and efforts of middle-income countries, a significant number of people are still living in poverty and inequalities remain, and, in this regard, requests UNDP to provide the appropriate and strategic support, within its mandate, to national development strategies, on a case-by-case basis, taking into account the significant diversity of middle-income countries and the specific needs of each of those countries;

7. *Recognizes* the importance of South-South and triangular cooperation in supporting development efforts of developing countries;

8. *Acknowledges* the funding commitments made by contributing countries with a view to supporting development efforts;

9. *Recalls* decision 2010/3, and, in this regard, recognizes that UNDP will submit to the Executive Board, for consideration, a second review of the programming arrangements framework at the first regular session 2012, and to include, with the option to implement in 2012, and based on the midterm review, concrete, actionable proposals to improve the operational results of the strategic plan, 2008-2013;

10. *Recalls* decision 2010/1, and requests UNDP to include, in its middle-income strategy, referred to in decision 2010/3 on programming arrangements, an assessment of the appropriate base capacity for country offices in middle-income countries and in net contributor countries.

17 June 2011

2011/30
Overview of decisions adopted by the Executive Board at its annual session 2011

The Executive Board,

Recalls that during its annual session 2011, it:

Item 1
Organizational matters

Approved the agenda and workplan for its annual session 2011 (DP/2011/L.2) and its corrigendum (DP/2011/L.2/Corr.1);

Approved the report of the first regular session 2011 (DP/2011/20);

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[1] General Assembly resolution 63/223, fourth preambular paragraph.

Agreed to the following schedule of future sessions of the Executive Board in 2011:

Second regular session 2011: 6 to 9 September 2011;

Adopted the tentative workplan for the second regular session 2011 of the Executive Board;

Took note of the UNDP request to postpone, from the second regular session 2011 to the first regular session 2012, the second review of the UNDP programming arrangements, 2008-2013.

UNDP segment

Item 2
Annual report of the Administrator

Adopted decision 2011/14 on the midterm review of the UNDP strategic plan;

Took note of the report of UNDP on the recommendations of the Joint Inspection Unit in 2010 (DP/2011/22/Add.1);

Took note of the statistical annex (DP/2011/22/Add.2).

Item 3
Funding commitments to UNDP

Adopted decision 2011/15 on the status of regular funding commitments to UNDP and to its funds and programmes for 2011 and onwards.

Item 4
Evaluation

Adopted decision 2011/16 on the annual report on evaluation.

Item 5
Human Development Report

Adopted decision 2011/17 on the update on the *Human Development Report*.

Item 6
Country programmes and related matters

Adopted decision 2011/18 on the midterm review of the UNDP global programme;

Approved the UNDP results and resources framework of the common country programme document for the United Republic of Tanzania;

Took note of the first one-year extensions of the country programmes for Egypt, Guinea, Haiti, Mauritius, Republic of Moldova, Tunisia and the United Arab Emirates (DP/2011/26, table 1) and (DP/2011/26/Add.1);

Approved the second one-year extension of the country programme for South Africa (DP/2011/26, table 2);

Approved the first two-year extensions of the country programmes for Croatia, Madagascar and Paraguay (DP/2011/26, table 2);

Took note of the draft common country programme document for Albania (DP/FPA/OPS-ICEF/DCCP/2011/ALB/1);

Took note of the draft subregional programme for Barbados and the Organization of Eastern Caribbean States (DP/DSP/CAR/2) and its corrigendum (DP/DSP/CAR/2/Corr.1);

Took note of the following draft country programme documents and the comments made thereon:

Africa

Draft country programme document for Chad (DP/DCP/TCD/2)

Draft country programme document for Ethiopia (DP/DCP/ETH/2)

Draft country programme document for Gabon (DP/DCP/GAB/2)

Draft country programme document for Ghana (DP/DCP/GHA/2)

Draft country programme document for Mauritania (DP/DCP/MRT/2)

Draft country programme document for Sao Tome and Principe (DP/DCP/STP/2)

Draft country programme document for Senegal (DP/DCP/SEN/2)

Draft country programme document for Seychelles (DP/DCP/SYC/2)

Draft country programme document for Zimbabwe (DP/DCP/ZWE/2);

Arab States

Draft country programme document for Bahrain (DP/DCP/BHR/2)

Draft country programme document for Morocco (DP/DCP/MAR/2)

Draft country programme document for Saudi Arabia (DP/DCP/SAU/2);

Asia and the Pacific

Draft country programme document for Bangladesh (DP/DCP/BGD/2)

Draft country programme document for Mongolia (DP/DCP/MNG/2)

Draft country programme document for the Philippines (DP/DCP/PHL/2);

Europe and the Commonwealth of Independent States

Draft country programme document for Kyrgyzstan (DP/DCP/KGZ/2)

Draft country programme document for Montenegro (DP/DCP/MNE/1) and its corrigendum (DP/DCP/MNE/1/Corr.1)

Draft country programme document for Ukraine (DP/DCP/UKR/2);

Latin America and the Caribbean

Draft country programme document for El Salvador (DP/DCP/SLV/2)

Draft country programme document for Honduras (DP/DCP/HND/2)

Draft country programme document for Jamaica (DP/DCP/JAM/2)

Draft country programme document for Trinidad and Tobago (DP/DCP/TTO/2).

Item 7
United Nations Capital Development Fund

Adopted decision 2011/19 on the report on results achieved by UNCDF in 2010.

Item 8
United Nations Volunteers

Adopted decision 2011/20 on planning for the tenth anniversary of the International Year of Volunteers and the fortieth anniversary of United Nations Volunteers.

UNOPS segment

Item 9
United Nations Office for Project Services

Adopted decision 2011/21 on the annual report of the Executive Director, UNOPS.

UNFPA segment

Item 13
Annual report of the Executive Director, UNFPA

Adopted decision 2011/25 on the report of the Executive Director for 2010: cumulative analysis of progress in implementing the UNFPA strategic plan, 2008-2013.

Item 14
Funding commitments to UNFPA

Adopted decision 2011/26 on the report on contributions by Member States and others, and revenue projections for 2011 and future years.

Item 15
Country programmes and related matters

Took note of the following draft country programme documents and the comments made thereon:

Africa

Draft country programme document for Ethiopia (DP/FPA/DCP/ETH/7);

Draft country programme document for Gabon (DP/FPA/DCP/GAB/6);

Draft country programme document for Ghana (DP/FPA/DCP/GHA/6);

Draft country programme document for Mauritania (DP/FPA/DCP/MRT/7);

Draft country programme document for Sao Tome and Principe (DP/FPA/DCP/STP/6);

Draft country programme document for Senegal (DP/FPA/DCP/SEN/7);

Draft country programme document for Zimbabwe (DP/FPA/DCP/ZWE/7);

Took note of the one-year extension of the country programme for Guinea (DP/FPA/2011/7, table 1); approved the two-year extension of the country programme for Madagascar (DP/FPA/2011/7, table 3); and approved the second one-year extension of the country programme for South Africa (DP/FPA/2011/7, table 2);

Approved the UNFPA results and resources framework of the common country programme document for the United Republic of Tanzania.

Arab States

Draft country programme document for Morocco (DP/FPA/DCP/MAR/8);

Took note of the one-year extension of the country programme for Tunisia (DP/FPA/2011/8).

Asia and the Pacific

Draft country programme document for Bangladesh (DP/FPA/DCP/BGD/8);

Draft country programme document for the Lao People's Democratic Republic (DP/FPA/DCP/LAO/5);

Draft country programme document for Mongolia (DP/FPA/DCP/MNG/5);

Draft country programme document for the Philippines (DP/FPA/DCP/PHL/7).

Eastern Europe and Central Asia

Draft common country programme document for Albania (DP/FPA/OPS-ICEF-WFP/DCCP/2011/ALB/1);

Draft country programme document for Kyrgyzstan (DP/FPA/DCP/KGZ/3);

Draft country programme document for Ukraine (DP/FPA/DCP/UKR/2);

Took note of the one-year extension of the country programme for the Republic of Moldova (DP/FPA/2011/9) and its corrigendum (DP/FPA/2011/9/Corr.1).

Latin America and the Caribbean

Draft country programme document for El Salvador (DP/FPA/DCP/SLV/7);

Draft multi-country programme document for the English-speaking and Dutch-speaking Caribbean countries (DP/FPA/DCP/CAR/5);

Draft country programme document for Honduras (DP/FPA/DCP/HND/7);

Took note of the one-year extension of the country programme for Haiti (DP/FPA/2011/10, table 1);

Approved the two-year extension of the country programme for Paraguay (DP/FPA/2011/10, table 2).

Item 16
Midterm review of the strategic plan

Received an oral update on the midterm review of the UNFPA strategic plan, 2008-2013.

Joint segment

Item 10
Internal audit and oversight (UNDP, UNFPA and UNOPS)

Adopted decision 2011/22 on the reports of UNDP, UNFPA and UNOPS on internal audit and oversight;

Adopted decision 2011/23 on responding to the emerging demand for greater information disclosure of internal audit reports.

Item 11
Reports of the ethics offices of UNDP, UNFPA and UNOPS

Adopted decision 2011/24 on the reports of the ethics offices of UNDP, UNFPA and UNOPS.

Item 12
Field visits

Took note of the following reports:

(a) Report on the joint field visit to the Philippines (DP-FPA/2011/CRP.1) and its corrigendum (DP-FPA/2011/CRP.1/Corr.1);

(b) Report of the UNDP/UNFPA field visit to Panama (DP/2011/CRP.2-DP/FPA/2011/CRP.1);

(c) Report of the UNDP/UNFPA field visit to Uruguay (DP/2011/CRP.3-DP/FPA/2011/CRP.2).

Item 17
Other matters

Adopted decision 2011/27 on the interim allocation for the UNFPA biennial budget, 2012-2013;

Adopted decision 2011/28 on the least developed countries;

Adopted decision 2011/29 on the middle-income countries.

Held the following briefings and consultations:

UNDP

Informal consultation on the UNDP budget estimates for the biennium 2012-2013;

UNFPA

(a) Ceremony for the 2011 United Nations Population Award;

(b) Informal consultation on the on the UNFPA midterm review of the strategic plan;

UNDP/UNFPA/UNOPS

Held joint thematic discussions on:

(a) The role of the organizations in addressing the development needs of middle-income countries;

(b) Environment and climate change: three agencies' role at the national level;

(c) Issues related to the least developed countries in the context of the Fourth United Nations Conference on the least developed countries.

17 June 2011

2011/31
Welcoming the Republic of South Sudan

The Executive Board,

1. *Welcomes* the Republic of South Sudan as a new programme country for the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA) and the United Nations Office for Project Services (UNOPS);

2. *Authorizes* the Administrator of UNDP and the Executive Directors of UNFPA and UNOPS to proceed with programme development in the Republic of South Sudan at the request of the Government and in close cooperation with the Government and other relevant stakeholders, taking into account other development activities being undertaken in the country.

9 September 2011

2011/32
UNDP institutional budget estimates for 2012-2013

The Executive Board,

1. *Takes note of* the institutional results, indicators and resource requirements in the budget estimates for the biennium 2012-2013, as contained in document DP/2011/34;

2. *Approves,* with the modifications below, the presentation of activities and associated costs reflected in document DP/2011/34, which are in line with the classifications of activities and associated costs, the results-based budgeting approach and the key budget tables approved in decisions 2010/32 and 2011/10;

3. *Decides,* in line with the Advisory Committee on Administrative and Budgetary Questions (ACABQ) recommendation, to keep under review the investments of additional resources for the implementation of resolution 63/250 and to determine the continued need for these investments in the context of the next UNDP institutional budget, and requests UNDP to provide information at that time;

4. *Encourages* UNDP, in consultation with UNFPA and the United Nations Children's Fund (UNICEF), to further improve the presentation of incomes and expenditures in the integrated budget 2014-2017, especially with regard to revenue from cost recovery and cash and investment portfolios and expenditures made through the use of these revenues;

5. *Approves* gross regular resources in the amount of $931.9 million, representing the institutional budget for 2012-2013;

6. *Recalls* Executive Board decision 2011/22 and takes note of the increased allocation to the investigation function of the Office of Audit and Investigations, while also emphasizing the urgent need to fill vacant positions in this Office;

7. *Endorses* the proposal of the Administrator to grant exceptional authority, during 2012-2013, to access up to an additional $15 million in regular resources for security measures, and decides that UNDP will limit the use of those funds to new and emerging security mandates, as defined in the United Nations Department of Safety and Security directives, and will report to the Executive Board on the use of those funds in its annual review of the financial situation;

8. *Requests* UNDP to update the Executive Board through informal consultations on progress in the implementation and impact of the strategic investments, especially the implementation of the Agenda for Organizational Change;

9. *Requests* UNDP to make, in consultation with UNFPA and UNICEF, an informal presentation on the timetable for the review and analysis of harmonized cost recovery rates at the first regular session 2012, and, keeping in mind Executive Board decision 2010/1, further requests that UNDP, in consultation with UNFPA and UNICEF, explicitly address in the review whether fixed indirect costs should continue to be fully covered by regular resources;

10. *Further requests* that discussion on this matter be based on comprehensive information regarding total income and expenditures, including revenues from cost recovery and from the cash and investment portfolios that UNDP holds, and regarding expenditures made through the use of these revenues;

11. *Notes with concern* the decrease in regular resource contributions in 2010 and stresses that efforts to enhance regular resource contributions should be intensified, including through enhanced efforts to produce and demonstrate programmatic results.

9 September 2011

2011/33
Revision of the UNDP financial regulations and rules

The Executive Board,

1. *Approves* the proposed amended financial regulations contained in DP/2011/36, and *takes note of* the amended financial rules;

2. *Requests* UNDP to keep the Executive Board informed on the implementation of the International Public Sector Accounting Standards (IPSAS) on a regular basis, beginning with the first regular session 2012.

9 September 2011

2011/34
Annual review of the financial situation, 2010

The Executive Board,

1. *Takes note* of documents DP/2011/33 and DP/2011/33/Add.1, which contain the annual review of the UNDP financial situation;

2. *Notes* the continuing decrease in regular resource contributions, which are necessary for the organization to fulfil its mandate, to preserve its multilateral, impartial and universal character, and to provide an adequate and secure regular funding base;

3. *Urges* all Member States to support UNDP in its efforts to reach its targets for regular resource contributions, and to commit, as early as possible, to making contributions to UNDP regular resources for 2011 and onwards, if possible through multi-year pledges;

4. *Urges* Member States to recall the importance of funding predictability and of the timeliness of payments, inter alia, to avoid liquidity constraints relating to regular resources.

8 September 2011

2011/35
Assistance to Myanmar

The Executive Board,

1. *Takes note of* the present document (DP/2011/38) and of the report submitted by the independent assessment mission to Myanmar, in particular the strategic challenges and recommendations mentioned therein;

2. *Requests* that the Administrator take account of and implement the findings of the independent assessment mission, as appropriate, under the Human Development Initiative;

3. *Endorses* the proposed one-year extension of the Human Development Initiative, phase 4, until 2012;

4. *Authorizes* the Administrator to allocate for the revised period (2008-2012) an estimated $55.9 million from regular (core) resources, and to mobilize other (non-core) resources up to a total of $85 million.

8 September 2011

2011/36
Road map for the implementation of decision 2011/14

The Executive Board,

1. *Welcomes* the conference room paper as a living document and the consultations leading up to its preparation;

2. *Takes note of* the "road map" contained therein, including the key milestones and time frames relating to the remainder of the current strategic plan and to the development of the strategic plan 2014-2017;

3. *Requests* the Administrator of UNDP to continue to update and consult with the Executive Board on progress as foreseen in the road map;

4. *Looks forward* to further consultations on the road map as appropriate.

9 September 2011

2011/37
Annual statistical report on the procurement activities of United Nations system organizations, 2010

The Executive Board,

1. *Takes note of* the annual statistical report on the procurement activities of the United Nations system of organizations (DP/OPS/2011/4);

2. *Welcomes* the data presentation and analysis contained therein, as well as the relevance of the thematic supplement.

8 September 2011

2011/38
UNOPS budget estimates for the biennium 2012-2013

The Executive Board,

1. *Takes note of* the Report of the Advisory Committee on Administrative and Budgetary Questions on the UNOPS budget estimates (DP/OPS/21116);

2. *Approves* the budget estimates and, in particular, the net revenue target, recognizing the one-time accounting effects of transition to the International Public Sector Accounting Standards;

3. *Welcomes* with appreciation the presentation of a comprehensive overview of the operating reserves and provisions as requested by Executive Board decision 2011/21, and encourages UNOPS to pursue its efforts to provide clear and easily understandable reporting in this regard;

4. *Notes with appreciation* that the organization continues setting positive efficiency precedents;

5. *Supports* the proposed upgrade of the position of Executive Director to the Under-Secretary-General level, taking note that the implementation will not lead to the creation of any additional support positions nor to any other budgetary increase;

6. *Recommends* that the Secretary-General give positive consideration to the proposed upgrade;

7. *Endorses* the refined management results and the associated targeting of resources.

9 September 2011

2011/39
Midterm review of the UNFPA strategic plan, 2008-2013

The Executive Board,

1. *Takes note of* the report on the midterm review of the UNFPA strategic plan, 2008-2013 (DP/FPA/2011/11), and welcomes the strategic direction in the report to strengthen UNFPA accountability for results and operational excellence;

2. *Recalls* Executive Board decision 2010/23 and endorses the future directions as contained in the report and the focused set of outcomes and outputs as important steps in achieving the goals of the Programme of Action of the International Conference on Population and Development and the Millennium Development Goals;

3. *Appreciates* the changes made in the revised development and management results frameworks and approves these frameworks, as well as the integrated financial resources framework for 2012-2013 contained in the report;

4. *Requests* UNFPA to reflect the priorities of the sharpened strategic plan in the institutional budget for 2012-2013, including by ensuring adequate human resources, and encourages all countries to assist UNFPA to reach the total figure for regular and other resources for the period 2012-2013, including through multi-year pledges;

5. *Stresses* the importance of regular resources to effectively implement the UNFPA strategic plan and encourages Member States in a position to do so to increase their contributions to the regular resources of UNFPA;

6. *Recognizes* the efforts of UNFPA to enhance programme effectiveness, encourages UNFPA to include all cross-cutting issues in future annual reports, and also encourages UNFPA to further strengthen results-based management, including risk analysis and mitigation, as well as reporting;

7. *Requests* UNFPA to submit the cumulative report on the UNFPA strategic plan, 2008-2013, at the annual session 2013, and to submit the new strategic plan at the second regular session 2013.

9 September 2011

2011/40
UNDP and UNFPA draft country programme documents for the Republic of South Sudan

The Executive Board,

Recalling its decisions 2001/11 and 2006/36 on the country programme approval process,

1. *Notes* the request of the Republic of South Sudan to present, on an exceptional basis, the UNDP and UNFPA draft country programme documents to the Executive Board at its first regular session 2012;

2. *Decides* that the UNDP and UNFPA draft country programme documents for South Sudan will be discussed at an informal consultation of the Executive Board, which will take place prior to the first regular session 2012;

3. *Decides* to approve, on an exceptional basis, the final UNDP and UNFPA country programme documents for South Sudan at the first regular session 2012.

8 September 2011

2011/41
Report on the implementation of the decisions and recommendations of the Programme Coordinating Board of UNAIDS

The Executive Board,

1. *Takes note of* the joint UNDP/UNFPA report on the implementation of the decisions and recommendations of the Programme Coordinating Board of UNAIDS (DP/2011/40-DP/FPA/2011/12);

2. *Requests* UNDP and UNFPA to ensure, where and as appropriate, that the relevant aspects of their strategic plans and results frameworks for 2014-2017 are consistent with the relevant UNAIDS strategies and frameworks;

3. *Requests* UNFPA, until the adoption of the next strategic plan, to integrate, where and as appropriate, the objectives and deliverables outlined in the relevant strategies of UNAIDS and the UNAIDS Unified Budget, Results and Accountability Framework, into the update of the UNFPA strategic guidance on HIV and the relevant strategies and policies;

4. *Requests* UNDP, until the adoption of the next strategic plan, to update its current corporate strategy on AIDS to reflect, where and as appropriate, the relevant strategies of UNAIDS and to seek opportunities to integrate the UNAIDS Unified Budget, Results and Accountability Framework into the relevant strategies and policies related to results.

9 September 2011

2011/42
Overview of decisions adopted by the Executive Board at its second regular session 2011

The Executive Board,

Recalls that during its second regular session 2011, it:

Item 1
Organizational matters

Adopted decision 2011/31 welcoming the Republic of South Sudan;

Approved the agenda and workplan for the second regular session 2011 (DP/2011/L.3);

Approved the report of the annual session 2011 (DP/2011/31);

Agreed to the following schedule of sessions of the Executive Board in 2012:

Election of the 2012 Bureau: 9 January 2012

First regular session 2012: 30 January to 2 February 2012

Joint meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP: 3 and 6 February 2012

Annual session 2012: 18 to 29 June 2012 (Geneva)

Second regular session 2012: 4 to 7 September 2012

Reviewed the tentative workplan for the first regular session 2012 and the draft annual workplan for 2012 (DP/2011/CRP.4).

UNDP segment

Item 2A
Financial, budgetary and administrative matters

Adopted decision 2011/32 on the UNDP institutional budget estimates for 2012-2013;

Adopted decision 2011/33 on the revision of the UNDP financial regulations and rules;

Adopted decision 2011/34 on the annual review of the financial situation, 2010.

Item 3
Country programmes and related matters

Adopted decision 2011/40 on the UNDP and UNFPA draft country programme documents for the Republic of South Sudan;

Adopted decision 2011/35 on assistance to Myanmar;

Approved the following final country programme documents on a no-objection basis, without presentation or discussion, in accordance with decision 2006/36:

Africa: Chad, Ethiopia, Gabon, Ghana, Mauritania, Sao Tome and Principe, Senegal, Seychelles and Zimbabwe

Arab States: Bahrain, Morocco and Saudi Arabia

Asia and the Pacific: Bangladesh, Mongolia and the Philippines

Europe and the Commonwealth of Independent States: Albania (common country programme), Kyrgyzstan, Montenegro and Ukraine

Latin America and the Caribbean region: Barbados and the Organisation of Eastern Caribbean States, Jamaica, Trinidad and Tobago, El Salvador and Honduras

Took note of the first one-year extensions of the country programmes for Eritrea and the Syrian Arab Republic;

Took note of the two-year extension of the Fourth Cooperation Framework for South-South Cooperation;

Took note of the following draft country programme documents and organization-specific annexes of the draft common country programme documents, and the comments made thereon:

Africa

Draft common country programme document for Cape Verde (DP/FPA/OPS-ICEF/DCCP/CPV/1)

Draft country programme document for the Central African Republic (DP/DCP/CAF/3)

Draft country programme for the Gambia (DP/DCP/GMB/2)

Draft country programme for Malawi (DP/DCP/MWI/2)

Draft country programme for Mozambique (DP/DCP/MOZ/2)

Arab States

Draft country programme document for Algeria (DP/DCP/DZA/2)

Draft country programme document for Yemen (DP/DCP/YEM/2)

Asia and the Pacific

Draft country programme document for the Islamic Republic of Iran (DP/DCP/IRN/2)

Draft country programme document for the Lao People's Democratic Republic (DP/DCP/LAO/2)

Draft common country programme document for Papua New Guinea (DP/FPA/OPS-ICEF/DCCP/PNG/1)

Draft country programme document for Thailand (DP/DCP/THA/2)

Draft common country programme document for Viet Nam (DP/FPA/OPS-ICEF/DCCP/VNM/1)

Latin America and the Caribbean

Draft country programme document for Brazil (DP/DCP/BRA/2)

Draft country programme document for the Dominican Republic (DP/DCP/DOM/2)

Draft country programme document for Guyana (DP/DCP/GUY/2)

Draft country programme document for Panama (DP/DCP/PAN/2)

Draft country programme document for Peru (DP/DCP/PER/2)

Draft country programme document for Suriname (DP/DCP/SUR/2)

Item 8
Annual report of the Administrator

Adopted decision 2011/36 on the road map for the implementation of decision 2011/14.

UNOPS segment

Item 4
United Nations Office for Project Services

Adopted decision 2011/37 on the annual statistical report on the procurement activities of United Nations system organizations, 2010;

Adopted decision 2011/38 on UNOPS budget estimates for the biennium 2012-2013.

Joint segment

Item 2B
Financial, budgetary and administrative matters

Took note of the joint UNDP, UNFPA and UNICEF preliminary briefing note on progress regarding an integrated budget.

Item 5
Follow-up to the meeting of the UNAIDS Programme Coordinating Board

Adopted decision 2011/41 on the report of the implementation of the decisions and recommendations of the Programme Coordinating Board of UNAIDS.

Item 9
Internal audit and oversight

Took note of the information note on the proposal for the remote viewing of internal audit reports.

UNFPA segment

Item 6
Report of the Executive Director, UNFPA

Adopted decision 2011/39 on the midterm review of the UNFPA strategic plan, 2008-2013.

Item 7
Country programmes and related matters

Adopted decision 2011/40 on the UNDP and UNFPA draft country programme documents for the Republic of South Sudan;

Took note of the one-year country programme extensions for Egypt (DP/FPA/2011/13), Eritrea (DP/FPA/2011/14) and the Syrian Arab Republic (DP/FPA/2011/13);

Took note of the following draft country programme documents and organization-specific annexes of the draft common country programme documents, and the comments made thereon:

Africa

Draft common country programme document for Cape Verde (DP/FPA/OPS-ICEF/DCCP/CPV/1)

Draft country programme document for the Central African Republic (DP/FPA/DCP/CAF/7)

Draft country programme document for Chad (DP/FPA/DCP/TCD/6)

Draft country programme document for the Gambia (DP/FPA/DCP/GMB/7)

Draft country programme document for Malawi (DP/FPA/DCP/MWI/7)

Draft country programme document for Mozambique (DP/FPA/DCP/MOZ/8)

Arab States

Draft country programme document for Algeria (DP/FPA/DCP/DZA/5)

Draft country programme document for Yemen (DP/FPA/DCP/YEM/5)

Asia and the Pacific

Draft country programme document for Iran (Islamic Republic of) (DP/FPA/DCP/IRN/5)

Draft country programme document for Myanmar (DP/FPA/DCP/MMR/3)

Draft common country programme document for Papua New Guinea (DP/FPA/OPS-ICEF/DCCP/PNG/1)

Draft country programme document for Thailand (DP/FPA/DCP/THA/10)

Draft common country programme document for Viet Nam (DP/FPA/OPS-ICEF/DCCP/VNM/1)

Latin America and the Caribbean

Draft country programme document for Brazil (DP/FPA/DCP/BRA/5)

Draft country programme document for the Dominican Republic (DP/FPA/DCP/DOM/5)

Draft country programme document for Panama (DP/FPA/DCP/PAN/2)

Draft country programme document for Peru (DP/FPA/DCP/PER/8).

Approved the following country programmes on a no-objection basis, without presentation or discussion, in accordance with decision 2006/36:

> **Africa:** Ethiopia, Gabon, Ghana, Mauritania, Sao Tome and Principe, Senegal and Zimbabwe
>
> **Arab States**: Morocco
>
> **Asia and the Pacific**: Bangladesh, Lao People's Democratic Republic, Mongolia and the Philippines
>
> **Eastern Europe and Central Asia:** Albania (common country programme document), Kyrgyzstan and Ukraine
>
> **Latin America and the Caribbean:** El Salvador, English-speaking and Dutch-speaking Caribbean countries, and Honduras

Held the following informal briefings, consultations and special events:

UNDP

(a) UNDP programming arrangements;

(b) Draft mock-up of the 2012 Annual Report of the Administrator, including proposed outcomes, outcome indicators and report structure;

(c) UNDP preparation for Rio+20;

UNFPA

(a) Towards Rio+20: population dynamics and sustainable development;

(b) Joint ministerial/Executive Board working luncheon on reproductive health commodity security;

UNDP and UNFPA

Joint thematic debate on youth.

UNDP, UNFPA and UNOPS

Thematic discussion on the transition from emergency to recovery and development, with a special focus on South Sudan.

9 September 2011

Annex II

Membership of the Executive Board in 2011

(Term expires on the last day of the year indicated)

African States: Burkina Faso (2012), Cameroon (2012), Democratic Republic of the Congo (2012), Mauritania (2011), Rwanda (2012), Sierra Leone (2011), South Africa (2012).

Asian and Pacific States: Bangladesh (2013), China (2013), India (2012),* Islamic Republic of Iran (2011), Pakistan (2012), Qatar (2012), Yemen (2011).

Latin American and Caribbean States: Antigua and Barbuda (2012),* Argentina (2013), Cuba (2011), El Salvador (2013), Mexico (2011).

Eastern European States: Belarus (2013), Czech Republic (2013), Estonia (2012), Russian Federation (2011).*

Western European and other States (WEOG):** Canada, Denmark, Finland, Germany, Ireland, Italy, Japan, Luxembourg, Netherlands, Sweden, United Kingdom of Great Britain and Northern Ireland, United States of America.

* Re-elected.

** WEOG has its own rotation schedule, which varies every year.

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